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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2009 to 30 June 2010 and budget for the period from 1 July 2011 to 30 June 2012

Report of the Secretary-General

Contents

		Page
	Abbreviations	5
I.	Status of peacekeeping	6
II.	Budget performance for the period from 1 July 2009 to 30 June 2010	10
III.	Implementation of requests of the General Assembly in resolution 64/269 and proposed new initiatives	23
	A. Budget presentation and financial management	23
	B. Human resources management issues	25
	C. Clarification of concept of partnerships	28
	D. Operational requirements	29
	E. Conduct and discipline	34
	F. Military and police personnel	36
	G. Multi-year projects	37
	H. Environmental policy	40
IV.	Proposed resources for the period from 1 July 2011 to 30 June 2012	42
V.	Status of the Peacekeeping Reserve Fund as at 30 June 2010	51

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VI. Management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries 51

A. Management of contingent-owned equipment 51

B. Liabilities relating to troop-contributing and formed police-contributing countries 52

VII. Death and disability compensation 53

VIII. Action to be taken by the General Assembly 55

Annex

Decisions and requests made by the General Assembly in its resolution 64/269 on cross-cutting issues 56

Summary

Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of the financing of United Nations peacekeeping operations. It provides consolidated information on the performance of the budgets for the period from 1 July 2009 to 30 June 2010 and on the budget proposals for the period from 1 July 2011 to 30 June 2012. The report also provides updated information on the implementation of the requests contained in Assembly resolution 64/269 and outlines management initiatives proposed by the Department of Peacekeeping Operations and the Department of Field Support for 2011/12. The overview report also includes sections on the status of the Peacekeeping Reserve Fund, management of contingent-owned equipment, liabilities to troop-contributing and formed police-contributing countries and death and disability compensation.

For the period from 1 July 2009 to 30 June 2010, total expenditure amounted to $7,576.6 million, against a total approved budget of $7,980.3 million, exclusive of budgeted voluntary contributions in kind, as summarized in the table below.

Financial resource performance

(Millions of United States dollars)

	1 July 2009 to 30 June 2010		*Variance*	
Peacekeeping component	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Missions	7 599.8	7 200.2	399.6	5.3
United Nations Logistics Base at Brindisi[a]	58.0	57 .9	0.1	0.0
Support account for peacekeeping operations[a,b]	322.5	318.5	4.0	1.3
Subtotal	**7 980.3**	**7 576.6**	**403.7**	**5.1**
Voluntary contributions in kind (budgeted)	10.6	8.6	2.0	19.0
Total	**7 990.9**	**7 585.2**	**405.7**	**5.1**

[a] Apportionment is based on approved resources for peacekeeping operations.

[b] Represents $294,030,900 authorized by the General Assembly in its resolution 63/287 and commitments of $28,516,500 for enterprise resource planning authorized by the Assembly in its resolution 64/243.

Financial resources for peacekeeping operations for the period from 1 July 2011 to 30 June 2012 are estimated at $7.6 billion, exclusive of voluntary contributions in kind, summarized as follows:

Financial resources

(Millions of United States dollars)

Peacekeeping component	*1 July 2010 to 30 June 2011 (apportionment)*	*1 July 2011 to 30 June 2012 (cost estimates)*	*Variance*	
			Amount	*Percentage*
Missions	7 391.6	7 171.0	(220.6)	(3.0)
United Nations Logistics Base at Brindisi[a]	68.2	60.5	(7.7)	(11.2)
Support account for peacekeeping operations[a]	363.7	362.5	(1.2)	(0.3)
Subtotal	**7 823.5**	**7 594.0**	**(229.5)**	**(2.9)**
Voluntary contributions in kind (budgeted)	8.8	6.4	(2.4)	(27.0)
Total	**7 832.3**	**7 600.4**	**(231.9)**	**(3.0)**

[a] Apportionment is based on approved resources for peacekeeping operations.

The action to be taken by the General Assembly is set out in section VIII of the present report.

Abbreviations

AMISOM	African Union Mission in Somalia
BNUB	United Nations Office in Burundi
BINUCA	United Nations Integrated Peacebuilding Office in the Central African Republic
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operation in Burundi
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNIOGBIS	United Nations Integrated Peacebuilding Office in Guinea-Bissau
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Mission in Nepal
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNOWA	United Nations Office for West Africa
UNPOS	United Nations Political Office for Somalia
UNTSO	United Nations Truce Supervision Organization

I. Status of peacekeeping

1. The last year has seen a shift in United Nations peacekeeping with one mission closing and liquidating (MINURCAT) while others have consolidated (UNIFIL) or are looking towards drawdown or transition (UNMIT, UNMIL). Nevertheless, the peacekeeping environment remains dynamic, and the United Nations remains the largest multilateral contributor to post-conflict stabilization worldwide. During the budget period 2011/12, a number of missions are expected to provide support to elections, while the situation in a number of operations remains volatile. Current deployment figures for Department of Peacekeeping Operations-led missions stand at 13 peacekeeping operations and one special political mission, comprising more than 124,000 military, police and civilian personnel. The Department of Field Support delivers support to AMISOM through the United Nations Support Office for AMISOM as well as to an additional 15 field missions and other presences led by the Department of Political Affairs.

2. Threats to international peace and security require cohesive and effective responses from a united international community and a coherent United Nations system. While peacekeeping operations are not the only instrument to address such threats, they deliver, through uniformed personnel and specialized civilian capacities, the security, political and early peacebuilding support to create the conditions necessary for countries to consolidate peace and progress towards longer-term recovery.

3. Throughout a period of continual evolution since 1948, peacekeeping has remained a core element and a flexible instrument of the international community's response to threats to peace and security. United Nations operations led by the Department of Peacekeeping Operations reached a peak in 2009, with 17 peacekeeping operations and one special political mission deployed globally. Actual deployment levels reached record highs in March 2010, with over 125,520 personnel, supported by a budget of approximately $8 billion.

4. After a period of historically high deployment levels, United Nations peacekeeping is now in a period of consolidation, following the closure, reconfiguration and transition of a number of operations over the past year. Peacekeeping continues to face significant challenges in a number of operations. UNAMID and MONUSCO have experienced challenges in the implementation of their mandates, particularly in the protection of civilians and in responding to threats from "spoilers". Limited consent by host Governments, divergence on strategy by the international community and inadequate capabilities have compounded their challenges. In Haiti, the earthquake in January 2010 highlighted the critical need for contingency planning, rapidly deployable reserve capacities, flexible and efficient support arrangements and effective mechanisms for cooperation and interoperability with partners within and outside the United Nations system.

5. Despite the shift towards consolidation in United Nations peacekeeping over the past year, the operational environments of United Nations peacekeeping remain dynamic and volatile. In Côte d'Ivoire, for example, the controversy surrounding the first round of presidential elections in November 2010 highlighted again the fragility of political stability in the country. The contested outcome of the second round of the presidential election and the ensuing acute political crisis underscored the risks to broader stability.

6. Moreover, peacekeepers as early peacebuilders work to create a stable and secure environment for peace processes to take root and to re-establish the rule of law and enable early recovery and development efforts to address the causes of conflict and begin building sustainable peace.

7. United Nations peacekeeping is also working in closer partnership with the African Union, not only in UNAMID but also with African Union troops in Somalia (AMISOM) through the delivery of the support package mandated under Security Council resolution 1863 (2009) by the Department of Field Support-led United Nations Support Office for AMISOM. In addition, 2010 saw the establishment, in Addis Ababa, of the United Nations Office to the African Union, which has consolidated the existing United Nations functions and offices dealing with, inter alia, planning, capacity-building and support on peace and security issues to enable a more strategic level of engagement with the African Union.

8. Each of these challenges underscores the need for United Nations peacekeeping to access the capabilities necessary to undertake mandated peacekeeping tasks. Financial constraints, as a result of the global economic recession, competing demands and other constraints have resulted in ongoing shortages of force enablers and force multipliers, such as utility helicopters, armoured personnel carriers and field hospitals. Without such capabilities, the effectiveness of peacekeeping operations, in particular their ability to rapidly deploy to protect civilians under imminent threat, is undermined. The gap between mandates and capabilities is exacerbated by the environments in which missions operate. Often deployed to large territories where the infrastructure is weak or lacking, missions are severely impeded in their operational effectiveness and ability to respond.

9. In the evolving peace and security context and with mandates that routinely include some early peacebuilding tasks, the United Nations system is also challenged by different funding sources and budget cycles to ensure the effective continuity of support to field missions in terms of planning, operations, logistics and personnel. In the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict (A/63/881-S/2009/304), some challenges and a proposed plan of action were identified, including the need to review the core elements of coherent and predictable Headquarters support and guidance to all field missions. In its resolution 65/259, the General Assembly requested a review of the financing and backstopping of special political missions. The report on that issue will address some of those challenges and will be before the Assembly at the main part of its sixty-sixth session.

10. The United Nations also faces challenges in terms of financing and support in the context of implementing mandates with partner organizations, notably the African Union. In the progress report of the Secretary-General on support to African Union peacekeeping operations authorized by the United Nations (A/65/510-S/2010/514), areas were identified that need further development to strengthen United Nations support to the African Union. The report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/65/624) offers further details on the trends and challenges in United Nations peacekeeping.

11. The major peacekeeping-related reform initiative over the past five years has been strengthening the capacity of the United Nations to manage and sustain peacekeeping operations through the restructuring of the Department of Peacekeeping Operations and the establishment of the Department of Field Support. A detailed

report on the impact of the restructuring has been issued as document A/65/624. The impact and progress achieved as a result of this initiative include: (a) further professionalization of peacekeeping; (b) availability of specialized capacities; and (c) positioning of support as a strategic enabler for mandate implementation through the establishment of the Department of Field Support.

12. The General Assembly approved the main elements of the global field support strategy in its resolution 64/269. The strategy is a five-year reform initiative with the aim of transforming the delivery of support to the field from a mission-specific response to a globally and strategically planned operation. The annual report of the Secretary-General (A/65/643) informs on the progress to date in the implementation of the strategy, with specific reference to advances made in each of the strategy's four pillars.

13. Staff both at Headquarters and in missions are also contributing to the implementation of other Organization-wide initiatives that will have a major impact on the management of operations; these include the enterprise resource planning system (Umoja) and the introduction of the International Public Sector Accounting Standards. More detailed information on these efforts is provided in the reports of the Secretary-General (A/65/389 and A/65/308).

14. The Secretary-General's report on peacebuilding in the immediate aftermath of conflict (A/63/881-S/2009/304) emphasized the importance of initiating peacebuilding activities at the earliest possible moment and, in some cases, even prior to the full cessation of hostilities. Similarly, the "New Horizon" non-paper also emphasized that the key transition is not one from peacekeeping to peacebuilding, because peacekeepers are themselves early peacebuilders. Peacebuilding is primarily a national process that may begin prior to the arrival of a peacekeeping mission and always continues beyond its departure. Of the current 16 United Nations peacekeeping operations, 10 are multidimensional in nature and have been mandated by the Security Council to perform a broad range of peacebuilding activities. In such contexts, the transition is not one from peacekeeping to peacebuilding but from peacebuilding supported by United Nations peacekeeping to peacebuilding that can be sustained without the presence of United Nations peacekeeping. After a year of extensive research and consultation, the Department of Peacekeeping Operations has developed a strategy for early peacebuilding to provide guidance to United Nations peacekeepers on prioritizing, sequencing and planning critical early peacebuilding tasks in the rule of law and security sectors, drawing on lessons learned and core peacekeeping and peacebuilding principles. Consultations are ongoing and will include, for example, a briefing to the Special Committee on Peacekeeping as requested in its 2010 report (A/64/19).

15. Increasingly, the challenges of rapid deployment must be matched by a focus on the challenges of consolidation, drawdown and handover. Lessons from Burundi, Sierra Leone and elsewhere show that successful transition depends upon a number of factors related to national ownership and dialogue, the level of preparedness of development partners to support the national Government that must be addressed through strategic and integrated planning, effective leadership, careful attention to successive reconfiguration, including transition, and plans for international as well as national staff. Careful coordination between the planning and budgeting of substantive and support components throughout progressive reconfiguration efforts is a challenge, but one that is essential to tackle successfully. It is also important to

ensure sensitive and timely dialogue with national authorities, for whom the drawdown of a peacekeeping operation may have multifaceted political, security and even socio-economic implications. The Secretariat will be paying closer attention to lessons learned from transitions and will facilitate learning across missions and countries to better inform the process of successful consolidation and transition keeping in mind the myriad challenges across a range of dimensions.

16. Table 1 below provides an overview of trends in peacekeeping operations for the financial periods from 2004/05 to 2011/12.

Table 1
Scope of peacekeeping, political and peacebuilding missions and civilian staff to support missions[a]

Number/amount	*2004/05*	*2005/06*	*2006/07*	*2007/08*	*2008/09*	*2009/10*	*2010/11[b]*	*2011/12*
A. Peacekeeping missions								
Ongoing missions[c]	15	17	16	17	17	16	16	15
Missions closed	—	2	1	—	—	1	—	1
Countries contributing military and police personnel	105	109	114	119	120	120	120	115
Military contingents	58 838	63 099	72 628	76 752	97 091	95 921	92 508	82 014
Military observers[c]	2 155	2 683	2 645	2 921	2 798	2 462	2 325	2 302
United Nations police	5 043	4 814	5 467	7 120	9 866	8 225	8 099	7 498
United Nations police in formed police units	1 715	2 625	3 997	4 308	7 265	7 005	8 605	8 615
Civilian staff in missions[c,d]	12 236	13 225	18 921	27 801	28 665	26 927	26 391	
Peacekeeping budget level[e] (billions of United States dollars)	4.2	4.8	5.0	6.3	7.0	7.9	7.8	7.6
B. Political and peacebuilding missions								
Ongoing political and peacebuilding missions[f]	15	16	17	17	17	16	15	14
Military and police personnel	35	265	289	404	370	458	379	271
Civilian staff in missions[g]	1 571	2 393	2 924	4 794	4 766	4 278	5 260	
Budget level[h] (millions of United States dollars)	92.1	156.7	357.4	448.6	386.6	454.9	582.0	
C. Civilian staff to support missions[i]	959	1 095	1 097	1 421	1 678	1 760	1 920	1 929
Budget level (millions of United States dollars)	158.6	187.0	233.8	280.5	333.5	390.1	441.6	432.5

(Footnotes on following page)

(Footnotes to Table 1)

[a] Data for military, police and civilian personnel represent peak numbers from 2004/05 to 2009/10, approved ceilings for 2010/11 and projected numbers for 2011/12. They supersede the data provided in document A/64/643.

[b] Based on current mandates of ongoing missions.

[c] Includes UNMOGIP and UNTSO but excludes the United Nations Logistics Base at Brindisi.

[d] Comprises international and national staff, United Nations Volunteers and represents peak numbers from 2004/05 to 2009/10, approved levels for 2010/11 and proposed staffing for 2011/12, including positions funded under general temporary assistance.

[e] Covers the annual budgets of all peacekeeping missions, the support account and the United Nations Logistics Base, but excludes UNMOGIP and UNTSO.

[f] Includes special political missions supported by the Department of Field Support, namely BNUB, BINUCA, the Cameroon-Nigeria Mixed Commission, UNSCOL, UNAMA, UNAMI, UNIPSIL, UNIOGBIS, UNOWA, UNPOS, the United Nations Regional Commission for Preventive Diplomacy in Central Asia, the Special Adviser of the Secretary-General on Cyprus, as well as the United Nations Special Coordinator for the Middle East Peace Process and the Committee on Missing Persons in Cyprus.

[g] Data relate to calendar years 2004 to 2011. Data from 2004/05 to 2009/10 reflect peak numbers, data for 2010/11 represent approved staffing and data for 2011/12 are projected numbers, including all special political missions.

[h] Data relate to calendar years 2004 to 2011 and are based on proposed budgets, including all special political missions.

[i] Data for the period 2004/05 to 2010/11 represent the authorized number of posts funded from the support account, the regular budget (the Department of Peacekeeping Operations only) and the United Nations Logistics Base.

17. Resource requirements for 2011/12 for 12 peacekeeping operations, United Nations logistical support for AMISOM, the United Nations Logistics Base and the support account stand at $7.6 billion.

18. The increase in maximum troop strength for AMISOM from 8,000 to 12,000 pursuant to Security Council resolution 1964 (2010), will have a resulting increase in the 2011/12 budget of United Nations support for AMISOM. It is also noted that, while a budget report has been prepared for UNMIS, the future of the Mission is dependent on consideration of the Security Council following the referendums on the Sudan. For other missions, areas of increase in the 2011/12 peacekeeping budgets relate to operational costs, in particular fuel for generators, vehicles and aircraft; equipment replacement; and contractual costs for air and naval transport.

II. Budget performance for the period from 1 July 2009 to 30 June 2010

19. As shown in table 2 below, the total approved budget for the period from 1 July 2009 to 30 June 2010 amounted to $7.98 billion, inclusive of the United Nations Logistics Base and the support account. The related expenditure amounted to $7.58 billion, resulting in an overall unencumbered balance of $0.4 billion.

Table 2
Financial resource performance for the period 2009/10
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
MINURCAT	690 753.1	540 805.3	149 947.8	21.7
MINURSO	53 527.6	51 936.2	1 591.4	3.0
MINUSTAH	732 393.0	713 740.6	18 652.4	2.5
MONUC	1 346 584.6	1 345 224.0	1 360.6	0.1
UNAMID	1 598 942.2	1 547 855.3	51 086.9	3.2
UNDOF	45 029.7	45 029.6	0.1	0.0
UNFICYP	54 412.7	53 298.7	1 114.0	2.0
UNIFIL	589 799.2	542 110.8	47 688.4	8.1
UNMIK	46 809.0	46 660.4	148.6	0.3
UNMIL	560 978.7	541 809.5	19 169.2	3.4
UNMIS	958 350.2	932 452.0	25 898.2	2.7
UNMIT	205 939.4	191 118.8	14 820.6	7.2
UNOCI	491 774.1	473 558.6	18 215.5	3.7
UNOMIG	10 946.0	10 280.8	665.2	6.1
Support for AMISOM	213 580.0	164 278.8	49 301.2	23.1
Subtotal, missions	**7 599 819.5**	**7 200 159.4**	**399 660.1**	**5.3**
United Nations Logistics Base	57 954.1	57 931.2	22.9	0.0
Support account[a]	322 547.4	318 475.8	4 071.6	1.3
Subtotal	**7 980 321.0**	**7 576 566.4**	**403 754.6**	**5.1**
Voluntary contributions in kind (budgeted)	10 599.0	8 580.3	2 018.7	19.0
Total	**7 990 920.0**	**7 585 146.7**	**405 773.3**	**5.1**

[a] Represents $294,030,900 authorized by the General Assembly in its resolution 63/287 and commitments of $28,516,500 for enterprise resource planning authorized by the Assembly in its resolution 64/243.

20. The overall budget implementation rate was 94.9 per cent for the 2009/10 financial period, compared to 97.2 per cent for the prior financial period 2008/09. One mission (UNDOF) and the United Nations Logistics Base achieved a budget implementation rate of 100 per cent for the 2009/10 financial period. Budget implementation rates improved for three operations (MONUC, UNIFIL and UNMIK) and for the United Nations Logistics Base and the support account, while they decreased for 11 missions (MINURCAT, MINURSO, MINUSTAH, UNAMID, UNFICYP, UNMIL, UNMIS, UNMIT, UNOCI, UNOMIG and support for AMISOM).

21. Overall, the main factors that affected budget performance in the 2009/10 period were: (a) lower expenditure for military contingents ($212.1 million) principally in

UNAMID, MINURCAT, UNIFIL, MINUSTAH, support for AMISOM and UNMIL; (b) lower expenditure under facilities and infrastructure ($104.3 million), principally in MINURCAT, UNAMID, and support for AMISOM; (c) lower expenditure under air transportation ($52.4 million) principally in MINURCAT, UNAMID, UNMIS, UNMIT and MONUC; and (d) lower expenditures for formed police units ($46.2 million) principally in UNAMID, MINUSTAH and MONUC.

22. At the mission level, the main factors that affected the budget performance are highlighted in table 3 below.

Table 3
Main factors affecting budget performance

Peacekeeping component	*Main factors affecting budget performance*
MINURCAT	A budget implementation rate of 78.3 per cent (2008/09: 96.2 per cent) resulted from: (a) Security Council resolution 1923 (2010), in which the Council decided to withdraw all uniformed and civilian components, other than those required for the Mission's liquidation, by 31 December 2010 (b) Mandated reduction of the military strength from 5,200 to 2,200 had a large impact on the level of expenditure, due to the drawdown and non-replacement of troops (c) Reduced operational costs such as fuel and self-sustainment of equipment due to the uncertainty of the Mission's mandate (d) The cancellation of acquisitions and construction projects including helipads and access roads, and lower usage of aircrafts The reduced requirements were partly offset by: (a) Overruns in costs for civilian personnel due to recruitment of staff at a faster rate than provided for in the budget, benefiting from the Tiger Team recruitment strategy (b) Significant increase in the temporary deployment of staff to provide assistance in preparation for the drawdown and liquidation planning
MINURSO	A budget implementation rate of 97 per cent (2008/09: 98.8 per cent) resulted from: (a) Lower-than-planned number of hours flown by fixed-wing aircraft and helicopters with related reduced requirements for aviation fuel due to the downtime of one helicopter for 205 out of 365 days and to non-serviceable unpaved runway at the Awsard team site (b) Cancellation of the acquisition of one closed-circuit television system as a result of the decision to purchase less costly equipment; engagement of only 18 maintenance contractual personnel instead of 38 as originally planned due to the delay in commencing the major minimum operating security standards project; and unsuccessful bidding process for construction services due to lack of qualified companies, leading to underexpenditure for alteration and renovation projects

Peacekeeping component	*Main factors affecting budget performance*
	(c) Lower-than-budgeted actual charges for freight related to the acquisition of vehicles
	The reduced requirements were partly offset by:
	Higher requirements for civilian personnel costs owing to the implementation of new contractual arrangements in accordance with General Assembly resolution 63/250
MINUSTAH	A budget implementation rate of 97.5 per cent (2008/09: 99.9 per cent) resulted from:
	(a) Reduced requirements for military contingents resulting from the delayed deployment of contingent personnel, unclaimed letter of assist costs, lower costs of reimbursements to troop-contributing Governments for major equipment and the delayed deployment of contingent-owned equipment
	(b) Lower costs of reimbursements to police-contributing Governments due to the delayed deployment of the additional 1,200 formed police personnel authorized by Security Council resolution 1908 (2010)
	(c) Lower requirements for payment of special measures to civilian personnel following the earthquake
	The reduced requirements were partly offset by:
	(a) Additional requirements for facilities and infrastructure resulting from the acquisition of prefabricated facilities, water purification, generators and air-conditioning equipment and supplies for the new offices and temporary accommodations following the earthquake
	(b) Additional requirements for other supplies, services and equipment resulting from the deployment of chartered aircrafts and vessels to transport equipment, assets and supplies from Brindisi, Italy, to Haiti and the replenishment of equipment and supplies from strategic deployment stocks to the Mission, as a result of the earthquake
	(c) Additional requirements for communications and information technology due to the acquisition and installation of radio trunking system, network and server equipment that were damaged by the earthquake and to enhance the Mission's disaster recovery and business continuity capabilities
MONUC	A budget implementation rate of 99.9 per cent (2008/09: 98.0 per cent) resulted from:
	(a) Reduced requirements for military contingents resulting from the non-implementation of the planned travel of one contingent and the non-implementation of rotation travel for 1,674 contingent personnel pending their repatriation in accordance with Security Council resolution 1925 (2010)
	(b) Lower average deployment of formed police units than budgeted

Peacekeeping component	*Main factors affecting budget performance*
	The reduced requirements were partly offset by: (a) Higher requirements for civilian personnel costs owing to the implementation of new contractual arrangements in accordance with General Assembly resolution 63/250 (b) Higher requirements for facilities and infrastructure, ground transportation and freight of goods relating to the evolving operations in the eastern part of the Democratic Republic of the Congo
UNAMID	A budget implementation rate of 96.8 per cent (2008/09: 99.4 per cent) resulted from: (a) Lower requirements for military and police personnel costs owing to the marked decrease in the ceiling-man-rate for fresh rations and the delayed deployment of contingent-owned equipment (b) Lower requirements for construction services owing to the cancellation of the contract awarded for the construction of 24 helipads, 19 camps and 7 community policing centres as the contractor could not mobilize the required resources and logistical arrangements The reduced requirements were partly offset by: (a) Additional requirements for the use of a third party logistics provider to clear the backlog of shipments of United Nations-owned equipment at Port Sudan (b) Additional requirements under international staff owing to the lower-than-budgeted vacancy rate and the higher-than-estimated net base salary
UNDOF	A budget implementation rate of 100 per cent (2008/09: 100 per cent) resulted from: (a) Reduced requirements for facilities and infrastructure, special equipment, medical, official travel and other supplies, services and equipment resulting from the reprioritization of resources to meet more critical operational requirements The reduced requirements were partly offset by: (a) Additional requirements for civilian personnel resulting from the increased payments for the repatriation of 5 staff members and the deployment of 12 new staff members (b) Additional requirements for ground transportation due to the acquisition of vehicles and the higher costs of repairs and maintenance for an ageing fleet of armoured personnel carriers

Peacekeeping component	*Main factors affecting budget performance*
UNFICYP	A budget implementation rate of 98.0 per cent (2008/09: 99.8 per cent) resulted from: (a) Reduced requirements for military contingents owing to lower costs of commercial and charter flights and reduced requirements for rations due to stricter controls in the distribution system and a discount from the vendor in accordance with the terms of the contract (b) The reprioritization of resources to meet more critical operational requirements The reduced requirements were partly offset by: (a) Higher actual international staff costs owing to the lower actual vacancy rate (b) Higher national staff costs resulting from the revision of salary scales for national staff and from fluctuations in the exchange rate between the euro and the United States dollar
UNIFIL	A budget implementation rate of 91.9 per cent (2008/09: 88.4 per cent) resulted from: (a) Reduced requirements for reimbursements to troop-contributing Governments for troop costs and contingent-owned equipment, owing to the lower average deployment of military contingent personnel (average of 11,911 personnel compared with the 12,750 planned) (b) Reduced requirements for naval transportation, owing to the deployment of fewer vessels (8 deployed against the budgeted 9) and helicopters (1 deployed against the budgeted 5) and for shorter periods than budgeted The reduced requirements were partly offset by: (a) Additional requirements for petrol, oil and lubricants for facilities and infrastructure, owing to the higher unit cost of diesel fuel at $0.60 per litre against the budgeted cost of $0.46 per litre and the acquisition of 1.01 million litres of reserve fuel required as part of a new turnkey contract
UNMIK	A budget implementation rate of 99.7 per cent (2008/09: 85.1 per cent) resulted from: (a) Reduced requirements of maintenance services as the handover of premises occurred earlier than anticipated. In addition, investments in renovation projects at the Mission headquarters were cancelled or postponed until settlement of the property ownership rights for socially owned enterprises has been finalized (b) Reduced requirements due to lower-than-estimated costs of commercial communications and reduced requirements under communications support services as international contractors were gradually replaced by trained UNMIK personnel

Peacekeeping component	*Main factors affecting budget performance*
	(c) Deferment of the acquisition of equipment to the 2010/11 period to reprioritize resources to the national staff class of expenditure
	The reduced requirements were partly offset by:
	(a) An increment of 14.2 per cent in the salary scale for national staff in accordance with the updated United Nations policy and based on a salary survey. In addition, the actual vacancy rate for national staff was lower than budgeted, the euro appreciated against the United States dollar in the 2009/10 financial period, and the actual average grade level for local General Service staff and local Professional Officers was higher than the budgeted grade level
	(b) Increased requirements for non-budgeted legal consulting services which dealt with third-parties claims related to a demonstration in 2007 and urgent cases, including the Kosovo Trust Agency and socially owned enterprises
UNMIL	A budget implementation rate of 96.6 per cent (2008/09: 98.3 per cent) resulted from:
	(a) Reduced requirements for military contingent personnel costs which stemmed from the faster-than-anticipated drawdown of military contingent personnel in the context of the completed third stage of drawdown of the military component of the Mission between October 2009 and May 2010 and the repatriation of 100 personnel of the military guard force at the Special Court for Sierra Leone in February 2010, as recommended by the Secretary-General in his letter to the Security Council of 28 December 2009 (S/2009/679)
	(b) Reduced requirements for international staff costs which stemmed from a higher vacancy rate than budgeted
	The reduced requirements were partly offset by:
	(a) Higher-than-projected requirements with respect to fuel for generators, vehicles and aviation
	(b) Higher-than-projected costs for the rental and operation of the Mission's rotary aircraft fleet due to new contractual arrangements effective January 2010
UNMIS	A budget implementation rate of 97.3 per cent (2008/09: 98.1 per cent) resulted from:
	(a) Lower requirements for air transportation due to lower consumption of fuel, resulting from non-deployment of two aircraft and reduced deployment of five aircraft
	(b) Reduced requirements due to higher actual vacancy rates for international staff and lower costs for hazardous duty station allowance due to the discontinuation of the allowance in Khartoum, El Obeid and Port Sudan, effective February 2010

Peacekeeping component	*Main factors affecting budget performance*
	(c) Lower requirements for military contingents due primarily to the lower actual cost of ceiling-man-day rations and bottled water due to the use of water treatment plants
	The reduced requirements were partly offset by:
	(a) Higher requirements under national staff resulted primarily from the application of a new national staff salary scale, effective 1 January 2009, as well as higher requirements for civilian personnel costs owing to the implementation of new contractual arrangements in accordance with General Assembly resolution 63/250
	(b) UNMIS support to the national elections in the Sudan in April 2010 was absorbed within the authorized resources
UNMIT	A budget implementation rate of 92.8 per cent (2008/09: 100 per cent) resulted from:
	(a) Lower expenditure related to within-mission travel, along with the lower actual travel costs than planned. Moreover, a number of planned overseas training and travel was postponed in order to maintain a normal workflow and to secure adequate coverage in the Mission
	(b) Reduced requirements for maintenance services as fewer prefabricated facilities were purchased and no road work was performed
	(c) Reduced air transportation costs related to lower flying hours due to the Mission's change in concept of operations and flight plan
	The reduced requirements were partly offset by:
	(a) Higher requirements for national staff salaries due to increased average salary levels
	(b) Retention of 236 United Nations police officers and one Formed Police Unit that had been planned to be repatriated
	(c) Increase in the mission subsistence allowance rates for military contingents and United Nations police officers
UNOCI	A budget implementation rate of 96.3 per cent (2008/09: 100 per cent) resulted from:
	(a) Reduced requirements for common staff costs under international staff
	(b) Lower requirements for military contingents attributable mainly to a higher actual average vacancy rate
	(c) Lower requirements for information technology due mainly to lower actual prices of network switches and network routers

Peacekeeping component	*Main factors affecting budget performance*
	The reduced requirements were partly offset by: (a) Additional requirements under facilities and infrastructure mainly as a result of the higher quantity of fuel consumed and payments of minimum operational residential security standards reimbursements (b) Additional requirements under national staff due primarily to the lower average actual vacancy rate (c) Increased requirements under official travel
UNOMIG	A budget implementation rate of 93.9 per cent (2008/09: 98.5 per cent) resulted from: (a) Lower requirements for freight for equipment; budget estimates anticipated that most equipment would be shipped to the United Nations Logistics Base for storage, however, the majority of the assets were transferred to other missions with the receiving mission carrying the freight charges (b) Reduced costs of dismantling and restoration of facilities in Sukhumi, as the premises were taken over by the Office of the United Nations High Commissioner for Refugees in Georgia. In addition, less generator fuel was needed as reserve and emergency stock was utilized, and the accelerated handover of facilities resulted in lower requirements for maintenance services and utilities consumption (c) Reduced requirements were attributable primarily to fewer national personnel engaged in September and October to assist with liquidation activities The reduced requirements were partly offset by: (a) Higher than anticipated actual expenditure for termination indemnities, lump-sum payment of annual leave balances, repatriation grants and other separation costs to the repatriated international staff (b) Increased requirements attributable to the payment of annual leave balances to the national staff for which there was no budget provision (c) Increased requirements for information technology services for liquidation purposes in conjunction with post-mission support
Support for AMISOM	A budget implementation rate of 76.9 per cent (2008/09: 95.2 per cent) resulted from: (a) Lower requirements under facilities and infrastructure resulted mainly from the delay in approval of construction service projects, as well as the non-pursuit of significant projects (b) Lower actual deployment of AMISOM contingent personnel, and the greater provision of logistical support to AMISOM through bilateral voluntary contributions

Peacekeeping component	*Main factors affecting budget performance*
	(c) Lower requirements under ground transportation attributed mainly to the delayed deployment of military personnel and the lower number of contingent-owned vehicles in-theatre
	(d) Reduced requirements under international staff costs which stemmed from a higher vacancy rate than budgeted
	The reduced requirements were partly offset by:
	(a) Increased requirements under other supplies, services and equipment partially attributed to the need to support AMISOM with increased demining efforts to clear strategic routes within Mogadishu, as well as a higher number of sea shipments
	(b) Increased requirements for communications attributed mainly to the purchase and installation of secure trunking radio system for the AMISOM police and military personnel
	(c) Increased requirements under official travel attributable mainly to staff from other peacekeeping missions on temporary duty assignment in Nairobi in order to support activities mandated by United Nations support for AMISOM
United Nations Logistics Base	A budget implementation rate of 100 per cent (2008/09: 96.9 per cent) resulted from:
	(a) Projects for communications and information technology services and other miscellaneous projects that had to be cancelled or deferred as a reprioritization of resources to meet more critical operational requirements
	(b) Lower requirements for operational costs were primarily attributable to a reduction in staff travel resulting from the relocation of Integrated Service Training staff from the United Nations Logistics Base to Headquarters, reduced resource requirements for spare parts for strategic deployment stock vehicles and lower entitlements paid to communications and information technology contractors following the reduction of the daily subsistence allowance rate for Brindisi
	The reduced requirements were partly offset by:
	(a) Higher resource requirements for international and national staff resulting from lower actual vacancy rates as compared to budgeted and an increase in national salary scales
Support account	A budget implementation rate of 98.7 per cent (2008/09: 96.3 per cent) resulted from:
	(a) Lower requirements under general temporary assistance primarily due to higher-than-budgeted vacancy rates in the Investigations Division of the Office of Internal Oversight Services
	(b) Lower official travel requirements attributable primarily to: (i) reduced case related travel requirements for staff of the Investigations Division of the Office of Internal Oversight Services due to difficulties in recruiting

Peacekeeping component	*Main factors affecting budget performance*
	investigators and reduced training travel for the Internal Audit Division's annual resident audit conference, as the venue was changed; (ii) reduced travel requirements for training in the Department of Peacekeeping Operations as a result of senior staff members unavailable during course times; and (iii) reduced travel requirements for training owing to the delayed implementation of the International Public Sector Accounting Standards
	(c) Unutilized balance under information technology was attributable primarily to planned activities for system development and implementation that were not undertaken and vacancies in contractual personnel which were offset in part, by the approved resources for contractual services and information technology equipment for the secondary data centre, by the General Assembly in its resolution 63/269, for which no provision had been made in the budget of the Office of Information and Communications Technology
	(d) Reduced requirements under the other supplies, services and equipment attributable primarily to: (i) a delay in the implementation of the cost-sharing arrangement for the new administration of justice system; (ii) lower-than-budgeted actual expenditures for after-service health insurance owing to a lower-than-expected number of claims and a one-month premium holiday granted for one of the medical plans; and (iii) the procurement of a vendor at a lower-than-budgeted cost for the development of specialist-level online course on procurement training
	The reduced requirements were partly offset by:
	(a) Resources required for salaries of the Standing Police Capacity of the Department of Peacekeeping Operations at Headquarters during the transition period of the transfer to the United Nations Logistics Base at Brindisi
	(b) Impact of the human resources reform on mission salary scales and common staff costs for the Internal Audit Division of the Office of Internal Oversight Services, for which no provision had been made in the budget
	(c) Lower-than-budgeted vacancy rates in the Department of Peacekeeping Operations

23. As indicated in table 3, the higher-than-budgeted vacancy rates for civilian personnel was one of the main factors that affected the budget performance for three operations (UNMIS, support for AMISOM and UNMIL). Information on planned and actual vacancy rates for each operation for the performance period is shown in table 4 below.

Table 4
Planned and actual vacancy rates for the period 2009/10

Peacekeeping component	*Category of staff*	*Vacancy rate (percentage)*	
		Planned	*Actual*
MINURCAT	International	25.0	16.6
	National	35.0	15.3
	United Nations volunteers	15.0	6.5
	Temporary international	10.0	—
	Temporary national	10.0	—
MINURSO	International	10.0	10.6
	National	5.0	4.1
	United Nations volunteers	—	—
	Temporary national	—	—
MINUSTAH	International	9.0	13.9
	National Officers	7.0	7.9
	National General Service	2.0	3.9
	United Nations volunteers	10.0	9.5
	Temporary international	5.0	61.5
	Temporary National Officers	5.0	8.3
	Temporary national General Service	10.0	9.8
MONUC	International	20.0	18.1
	National Officers	30.0	18.6
	National General Service	5.0	7.6
	United Nations volunteers	7.0	8.0
	Temporary international	10.0	39.2
	Temporary National Officers	—	30.0
	Temporary national General Service	5.0	13.7
UNAMID	International	35.0	28.6
	National	20.0	27.0
	United Nations volunteers	25.0	28.7
	Temporary international	20.0	18.8
	Temporary national	20.0	58.3
UNDOF	International	10.0	17.0
	National	3.0	4.6
	Temporary international	—	—
UNFICYP	International	5.0	2.6
	National	2.0	2.7
UNIFIL	International	18.0	21.6
	National	18.4	21.0
	Temporary international	—	20.0

Peacekeeping component	Category of staff	Vacancy rate (percentage)	
		Planned	Actual
UNMIK	International	15.0	15.6
	National	10.0	4.8
	United Nations volunteers	15.0	7.1
	Temporary international	—	100.0
	Temporary national	—	—
UNMIL	International	15.0	18.6
	National	5.0	4.6
	United Nations volunteers	5.0	8.0
	Temporary international	—	—
	Temporary national	—	—
UNMIS	International	22.0	27.6
	National	15.0	19.3
	United Nations volunteers	30.0	17.3
	Temporary international	22.0	18.8
	Temporary National Officers	40.0	34.4
	Temporary national General Service	15.0	50.3
UNMIT	International	20.0	19.7
	National	10.6	9.3
	United Nations volunteers	10.0	11.2
	Temporary international	—	63.6
	Temporary national	—	50.0
UNOCI	International	15.0	13.9
	National	12.1	7.8
	United Nations volunteers	9.0	4.2
	Temporary international	—	—
	Temporary national	—	(89.3)
UNOMIG	International	—	16.4
	National	—	4.2
	Temporary national	—	—
Support for AMISOM	International	30.0	46.1
	National	20.0	38.3
	Temporary international	30.0	36.5
	Temporary national	20.0	23.6
United Nations Logistics Base	International	15.0	11.7
	National	10.0	7.3
	Temporary international	—	15.3
	Temporary national	5.0	4.3
Support account	Professional and above	12.0	11.1
	General Service	7.0	6.7

III. Implementation of requests of the General Assembly in resolution 64/269 and proposed new initiatives

A. Budget presentation and financial management

24. By its resolution 64/269, the General Assembly approved the establishment of a regional service centre at the logistics hub at Entebbe, Uganda, for the purpose of consolidating administrative and support functions from geographically grouped field missions into a stand-alone regional centre, as proposed in the Secretary-General's report on the global field support strategy (A/63/633). In section VI, paragraph 23, of resolution 64/269, the General Assembly requested the Secretary-General, when developing budget proposals for the missions to be served by a regional service centre, to reflect the posts, positions and related costs of a regional service centre in the respective budget proposals, including the results-based-budgeting framework. To that end, the budget proposals of the missions affected by the Regional Service Centre (MONUSCO, UNAMID, UNMIS and support for AMISOM) have been adapted to illustrate the results-based-budgeting frameworks and human and financial resources associated with the Centre.

25. The results-based-budgeting framework for the Regional Service Centre reflects indicators of achievement and outputs for the four peacekeeping missions receiving services from the Centre for the four initial projects that have been identified for transfer to the Centre: check-in and check-out of field personnel, the processing of education grants, the operation of a regional training and conference centre, and the operation of the transportation and movements integrated control centre. There are also separate tables for financial and human resources associated with the Regional Service Centre in Entebbe.

26. As requested by the General Assembly in resolution 64/269, the Secretary-General will provide a separate report on measures to address the impact of exchange rate fluctuations in the presentation of peacekeeping budgets and the management of peacekeeping accounts. For the preparation of 2011/12 peacekeeping budgets, the United Nations operational exchange rates have been used.

International staff costing for peacekeeping budgets for 2011/12

27. The General Assembly, in its resolution 65/248, approved a number of measures recommended by the International Civil Service Commission on the conditions of staff serving in field missions. These changes are to take effect from 1 July 2011 and with regard to peacekeeping operations will: expand the designation of family duty stations; introduce an additional hardship allowance for those staff remaining in non-family duty stations; and provide for travel costs for staff in non-family duty stations to visit a designated location in relation to existing rest and recuperation entitlements. The General Assembly also decided that the additional costs of the harmonization, estimated at $82.6 million, is to be absorbed by the Organization within existing resources, without impacting on the operational costs and without undermining the implementation of mandated programmes and activities.

28. In order for peacekeeping operations to absorb these costs, the initial proposal is to abolish 349 international Professional posts and to nationalize 330 Field Service posts across peacekeeping missions. The reductions to existing staffing has been limited to lower-priority posts, especially those which had been vacant for a

period of time, and the impact of the reduction in staffing has been mitigated by the nationalization of most of the identified posts and limited to vacant posts. Table 5 below illustrates the costs of harmonization of conditions of service in each mission where applicable. While the costs of harmonization of conditions of service are shown for each individual mission, the offsetting reductions are not aligned with individual missions but will be across the peacekeeping portfolio.

Table 5
Costs of harmonization of conditions of service for 2011/12

(Thousands of United States dollars)

Peacekeeping component	*Family duty stations*	*Additional hardship for non-family duty stations*	*Rest and recuperation travel (staff)*	*Personal transitional allowance (elimination)*	*Net total*	*Rest and recuperation travel (United Nations Volunteers)*	*Net total staff and United Nations Volunteers*
MINURCAT	—	2 819.0	1 335.5	(1 189.0)	**2 965.5**	—	**2 965.5**
MINURSO	1 828.0	51.0	245.0	—	**2 124.0**	51.0	**2 175.0**
MINUSTAH	1 226.0	5 488.0	859.0	(2 022.0)	**5 551.0**	365.4	**5 916.4**
MONUSCO	1 039.0	12 528.0	5 000.0	(8 806.0)	**9 761.0**	3 180.0	**12 941.0**
UNAMID	1 038.0	14 524.0	4 582.0	(2 983.0)	**17 161.0**	1 801.8	**18 962.8**
UNDOF	—	—	—	—	—	—	—
UNFICYP	—	—	—	—	—	—	—
UNIFIL	—	—	—	—	—	—	—
UNMIK	93.0	1 953.0	365.0	(36.0)	**2 375.0**	65.0	**2 440.0**
UNMIL	—	6 117.0	2 768.0	(917.0)	**7 968.0**	1 322.3	**9 290.3**
UNMIS	5 628.0	5 984.0	2 697.0	(1 288.0)	**13 021.0**	1 293.5	**14 314.5**
UNMIT	5 601.0	—	574.0	(326.0)	**5 849.0**	275.2	**6 124.2**
UNOCI	—	4 882.0	478.0	(315.0)	**5 045.0**	350.4	**5 395.4**
Support for AMISOM	1 845.0	—	—	(56.0)	**1 789.0**	—	**1 789.0**
United Nations Office to the African Union	337.0	—	—	—	**337.0**		**337.0**
United Nations Logistics Base	—	—	—	—	—	—	—
Total	**18 635.0**	**54 346.0**	**18 903.5**	**(17 938.0)**	**73 946.5**	**8 704.6**	**82 651.1**

Methodology for international staff costing

29. In years prior to 2009, international staff salary scales and common staff costs for peacekeeping missions would be estimated for each mission based on the actual expenditures in the most recent completed fiscal period. However, with the implementation of the new conditions of service as of 1 July 2009 and 1 July 2011, the methodology used to estimate international staff salary scales and common staff costs for the 2010/11 and 2011/12 periods have been modified since actual expenditure for the previous fiscal periods are not representative. Therefore, the international staff salary scales and common staff costs for peacekeeping missions for the 2011/12 proposed budgets were estimated based on the methodology outlined below.

30. The net base salary scale and staff assessment has been calculated based on the salary scales effective January 2011. For UNDOF, UNFICYP and UNIFIL, step 6 of the applicable salary scale has been applied, in view of the fact that these three missions are the oldest peacekeeping operations and their staff are therefore, on average at a higher step. For all other missions, step 4 of the applicable salary scale has been applied. The January 2011 post adjustment multiplier for each mission has been applied to the net base salary scales.

31. The methodology for common staff costs (common staff costs as a percentage of net salaries) that has been used is based on average of 2009/10 expenditure and expenditure for the first six months of the 2010/11 period, with specific provisions made for the new harmonization conditions of service where applicable. For UNDOF, UNIFIL, UNMIK and the United Nations Logistics Base 2009/10 expenditure was used, as the variances between 2009/10 and the first six months of 2010/11 were negligible or due to "one off" occurrences. The entitlements of UNDOF, UNFICYP, UNIFIL and the Logistics Base do not change with General Assembly resolution 65/248, as these missions are currently family duty stations.

Management improvements and efficiency gains and economies of scale

32. The General Assembly, in its resolution 64/269, reaffirmed that peacekeeping budgets should reflect management improvements and efficiency gains, and should present future strategies to that end. During the peacekeeping budget preparation process, all missions were requested to present initiatives they had taken to produce efficiency gains and to report on any management improvements. This information will be presented in the context of each budget and in table 7 of the present report. In addition, the missions were requested to introduce efficiency and improvement measures to achieve a suggested target reduction of 1 per cent. Missions reported making efficiency gains in such areas as: energy efficiency measures (UNMIK, ONUCI, UNMIT, UNFICYP); new server virtualization technology (UNMIS); fuel management measures (UNMIT, UNIFIL, UNDOF); and outsourcing of certain maintenance functions (UNMIK).

33. In addition, the implementation of the global field support strategy aims to achieve management improvements and efficiency gains, in particular by benefiting from economies of scale through the sharing of assets across regional missions in the Regional Service Centre and the reprofiling of the United Nations Logistics Base to service missions globally through consolidating non-location-specific back office functions. The first annual progress report (A/65/643) informs on the developments to date in the implementation of the strategy.

B. Human resources management issues

1. Talent management

34. As described in an addendum to the report of the Secretary-General on the overview of human resources management reform (A/65/305/Add.1), the implementation of General Assembly resolution 63/250 on the streamlining of contractual arrangements enabled the integration of the field and Headquarters into one global Secretariat. This integration is reflected in the staff rules promulgated provisionally effective 2 September 2010 and the introduction of a new staff selection system, policy and common standards for the appointment and promotion of staff at Headquarters and in the field.

35. The Secretariat continues to advance the implementation of the talent management framework in the field, including the replacement of the Galaxy application system with Inspira, expected to be launched in the field in 2011. In the meantime, progress continues to be made in building rosters of field central review body-endorsed candidates available for immediate selection by field missions. Addressing vacancy rates in field missions, however, continues to be a challenge, with an overall vacancy rate of 23.1 per cent for international posts in peacekeeping operations and special political missions as at 31 October 2010. The challenge in addressing vacancy rates is compounded by a number of factors, including security ceilings, difficult living and working conditions and evolving needs for specialized expertise and skills. Ongoing initiatives to address recruitment challenges, as well as specific responses to the observations and recommendations of the Advisory Committee relating to civilian personnel are provided below.

2. Tiger teams

36. The "tiger team" concept has been a useful tool to provide dedicated and targeted support for recruitment at the start-up or expansion of a mission. The model of the tiger team has been revised in light of experience gained, the delegation of recruitment authority to field missions and the reformed roster-based recruitment process. As an illustration, the UNAMID Tiger Team had been delegated full recruitment authority for all international positions up to and including the D-1 level and for locally recruited national staff positions in the General Service and National Professional Officer categories. The Tiger Team later became part of the UNAMID Human Resources Section as a Recruitment Cell, retaining all authorities given to the Tiger Team. Under the revised model, when missions in a start-up phase reach an acceptable level of incumbency (around 80 per cent), the recruitment tiger teams will be subsumed into the mission's Human Resources Section while maintaining their delegated recruitment authority. Under the reprofiling of human resources functions, strengthened recruitment units will form an integral part of a Human Resources Section at the inception of a mission.

37. As a recent illustration, the MINUSTAH Tiger Team was established in August 2010 to assist in rapidly reducing the high vacancy rate that was a direct result of the 12 January 2010 earthquake in Haiti. The Tiger Team was also tasked with filling additional posts to respond to the surge in requirements of the expanded functions. Following the earthquake, both international and national recruitment were seriously hampered. The Tiger Team was granted full delegated recruitment authority for all international positions up to and including the D-1 level and for locally recruited national staff positions in the General Service and National Professional Officer categories. By October 2010, the Tiger Team had made 134 selections, followed by an additional 122 by 30 November 2010. The work of the MINUSTAH Tiger Team will continue into 2011.

3. Recruitment and retention of staff

38. Following the introduction of a reformed roster-based recruitment process and the field central review body, a total of 3,196 candidates have been rostered after review as of 8 November 2010. New generic job openings for various occupational groups are being posted on Galaxy and the schedule has been disseminated to missions and was part of a dedicated message posted on iSeek.

39. In addition, the second phase of the expert panels was rolled out in November 2010 and the project is ongoing. Sessions are currently being held at both Entebbe and Brindisi and will be completed for all occupational groups by the end of March 2011. As a result of the second phase of expert panels, it is expected that an additional 2,500 candidates will be included on the current field central review body roster. As currently many of the candidates on the roster are serving mission staff, to effectively address the overall vacancy rates, the goal is to have an equal number of internal and external candidates on the roster.

40. The retention of staff in the field is showing some improvement, with turnover rates decreasing from 19.9 per cent in 2009 to 17 per cent for the period November 2009 to October 2010. Furthermore, the tendency noted by the Advisory Committee of missions "poaching" staff from other missions has been addressed through the inclusion of a provision in the new staff selection system that requires staff to normally serve for a minimum period of one year before being appointed to another position.

4. Human resources action plan

41. In 2011, mission human resources action plans will be replaced by the human resources management scorecard, as described in the report of the Secretary-General on the overview of human resources management reform (A/65/305). Although signed by over 80 per cent of missions, the implementation of the human resources action plans in the field has not been fully successful due mainly to the extensive manual work required and the elaborate indicators that were devised at the outset. Owing to these constraints, only a minority of missions were fully compliant with the data requirements of the Action Plan. Nevertheless, the human resources action plans has set solid targets for human resources management performance and has engendered a shared understanding on a global framework for an effective human resources management monitoring system. The fact that the Management Performance Board (led by the Deputy Secretary-General) now reviews missions' strategic indicators, as contained in the Action Plan, is indicative of the integration of mission management into the global Secretariat.

42. The human resources action plans provided valuable lessons learned which have been applied to the formation of the human resources management scorecard, which is being rolled out to all missions in 2011. The scorecard will focus on the major priority areas of compliance, with six indicators reflecting organizational priorities and mandates (recruitment timelines, vacancy rates, troop- and police-contributing country representation, gender representation at all levels, gender representation at senior positions and security training).

5. Representation of troop- and police-contributing countries and women in peacekeeping staffing

43. The Secretariat has taken a number of initiatives to enhance the representation of troop- and police-contributing countries and of women at Headquarters and in field missions. The new staff selection system requires managers, when making the final selection decision, to give due consideration to candidates from troop- or police-contributing countries for positions in a peacekeeping operation or Headquarters support account-funded positions. In addition, they have undertaken a number of outreach activities focused on attracting women candidates and candidates

from troop- and police-contributing countries. As an example, an outreach visit to Egypt in November 2009 to attend one of the largest job fairs in the region attracted a number of Arabic-speaking candidates, including women candidates interested in all areas of peacekeeping, including logistics, information technology and procurement. The most suitable candidates were invited to apply to job openings.

44. As a result of that initiative, approximately 200 Arabic speakers showed interest in the peacekeeping booth at the job fair. Seventeen of these potential candidates were found to meet the basic eligibility requirements and encouraged to apply. Additionally, in order to diversify this type of activity and reach out to a broader pool of candidates, including Arabic speakers, the Outreach Unit has developed a network of over 500 governmental and non-governmental organizations, professional associations and alumni, to which generic job openings are disseminated frequently.

45. The Field Personnel Division also attended the job fair of the annual Conference of Women in Aviation International, which attracts aviation specialists from around the world. This particular job fair identified 23 qualified female aviation candidates from South America, West Africa and Canada. The Division also participated in the job fair of the International Supply Management Conference, which attracts men and women from all geographical regions in many support areas, including supply, logistics, procurement and movement control. This job fair, held annually in the United States, attracts potential applicants from all over the world. In 2010, the event was held in San Diego, California. The Women in Aviation International Job Fair is also held each year in the United States.

46. Networks of specialized non-governmental organizations (NGOs) in Asia, Africa and South America and in troop- and police-contributing countries are also notified whenever job openings are advertised. For example, by clustering the occupational groups of human rights and child protection, a collective network of 88 NGOs specializing in human rights and child protection issues was created, which included a broad range of 13 troop- and police-contributing countries. This approach is also currently being piloted for Civil Affairs, with over 80 NGOs and staff colleges being identified from 16 troop- and police-contributing countries throughout Africa and Asia.

C. Clarification of concept of partnerships

47. In its resolution 61/276 on "cross-cutting" issues in the administration and financing of United Nations peacekeeping operations, the General Assembly stressed the importance of close collaboration with partners "both inside and outside the United Nations system, including partnerships with regional organizations". To respond to the multifaceted demands of peacekeeping, United Nations partnerships are evolving and are identified based on the relevant region, country or thematic activity within any operation (e.g., rule of law, civil affairs). Partners include humanitarian and development organizations inside and outside the United Nations system, regional organizations as well as public-private partnerships, where relevant and appropriate.

48. With regard to regional partners, the African Union has deployed peacekeeping operations to Burundi, Somalia and the Sudan and the United Nations and the African Union are conducting the joint hybrid mission UNAMID in Darfur. At the

request of the African Union, the United Nations and other partners such as the European Union, are providing significant support to meet long-term capacity-building and address the immediate challenges related to the African Union's ongoing operations. Since 2002, the European Union has deployed a range of military, police and rule of law missions, mainly in the Balkans and Africa, that work closely with United Nations peacekeeping operations. These include military (Operation Artemis in the Democratic Republic of the Congo and European Union military operation in the Republic of Chad), civilian police/rule of law (European Union Police Mission Bosnia and Herzegovina, European Union Police Mission in Afghanistan, European Union Rule of Law Mission in Kosovo), capacity-building and reform of the security sector (European Union Mission of Assistance for Security Sector Reform and European Union Police Mission in the Democratic Republic of the Congo, European Union Training Mission Uganda for Somali security forces), as well as reform and border management/monitoring missions (European Union Border Assistance Mission, Rafah, European Union Monitoring Mission in Georgia 2008). As illustrated through the sequential or "bridging arrangements" in Chad, many of these missions have been deployed in support of or alongside United Nations peacekeeping missions.

49. With regard to humanitarian, development and human rights partners, the United Nations Children's Fund and other humanitarian entities have formed "joint protection teams" with MONUC (and now MONUSCO) in the eastern Democratic Republic of the Congo. The United Nations Development Programme, the World Bank, the Inter-American Bank and Viva Rio, a Brazilian NGO, have partnered with MINUSTAH to support public works improvements both before and following the 2010 earthquake in Haiti. At Headquarters, Department of Peacekeeping Operations partners with such specialized entities as INTERPOL on policing matters and the Office of the United Nations High Commissioner for Human Rights on human rights and rule of law.

D. Operational requirements

50. Through the implementation of the global field support strategy, the delivery of operational support to field missions is evolving towards a global approach to managing of operational requirements that pursues possibilities for common services and certain shared resources. Detailed information including, inter alia, on the Transport and Movements Integrated Control Centre and the Regional Service Centre is provided in the progress report on the strategy (see A/65/643). Specific proposals to transfer operational responsibilities for the delivery of logistics, information and communications technology and human resources support services to the Global Service Centre are submitted for the consideration of the General Assembly in the Secretary-General's proposed 2011/12 budget for the United Nations Logistics Base (A/65/xxx).

51. The Transport and Movements Integrated Control Centre has been established in the Regional Service Centre in Entebbe in support of the largest field missions in Central and Eastern Africa and with the objective to undertake transportation operations in a more efficient and integrated manner. It serves as a control centre to optimize the regional movements of passengers and cargo in Central and East Africa, serving UNMIS, UNAMID, MONUC, MINURCAT, BINUB, United Nations

support for AMISOM and UNPOS, as approved by the Regional Service Centre Steering Committee of the global field support strategy in September 2010.

52. The transfer of the functions and the associated resources will benefit missions through improved coordination of operations management and the delivery of logistics goods and services in missions. The Department of Field Support will ensure that this approach builds on the successful establishment of the Transport and Movements Integrated Control Centre.

53. As part of the pilot for the Transport and Movements Integrated Control Centre, a regional flight schedule between the supported missions was implemented on 15 January 2010 by the Project Team. United Nations Headquarters delegated operational control of two medium-haul passenger aircraft to the Control Centre to operationalize the regional flight schedule. These aircraft are also engaged in regional troop rotation/repatriation within Africa as part of the Global Troop Rotation and Repatriation plan. These aircraft have also provided ad hoc air support besides undertaking normal transportation of passengers and have transported 35,048 passengers through 30 September 2010, comprising military, police, military observers, civilians and others from United Nations system agencies, between missions in the region.

54. The Transport and Movements Integrated Control Centre will transform service delivery and enhance the capability to meet transportation requirements in the region by pooling transportation resources and by coordinating and cross-tasking those assets. In addition, it will enable the Regional Service Centre to operate with greater flexibility to meet the increased transportation requirement for United Nation staff transiting in and out of Entebbe as a consequence of the establishment of the Regional Support Centre and related initiatives of the global field support system. The enhanced connectivity for all personnel of the client missions — military, police and civilian — on predetermined schedules allows them to take advantage of connections for training, leave, medical and rest and recuperation breaks.

55. The Transport and Movements Integrated Control Centre will also provide, once fully developed, an ideal platform at the strategic level to enhance cooperation with other United Nations system agencies and organizations to optimize the utilization of assets and resources to cater for surge requirements for transportation in an integrated manner while achieving substantial savings.

56. In response to requests from the General Assembly and observations from the Advisory Committee on Administrative and Budgetary Questions, the focus of the present section will be on ground transportation, fuel management, rations and regional initiatives in information and communications technology. A separate comprehensive report on air operations will be issued as document A/65/738.

1. Ground transportation

57. In its resolution 64/269, the General Assembly underlined the need for the United Nations to improve management of its ground transportation in order to achieve maximum operational efficiency and urged the Secretary-General to accelerate his efforts in that regard. The Secretariat therefore analysed vehicle spare parts and other ground transport expendables in all missions.

58. In its report on the 2010/11 overview report (A/64/660), the Advisory Committee on Administrative and Budgetary Questions stated its expectation that

the next overview report would provide more detailed information on a number of initiatives that would reduce the requirements for spare parts holdings for vehicles. The Secretariat has undertaken an analysis of vehicle spare parts and other ground transport expendables in all missions. As a result, a new categorization system for expendable property has been established and is being incorporated in Galileo. Under this categorization system, six new subcategories in the transport expendables inventory are identified as consumables: accessories, batteries, oil and lubricants, spare parts, tires and tools. Associated guidelines and the new categorization will allow fleet managers in missions and at United Nations Headquarters to generate and interpret reports with a common understanding and achieve cost efficiencies by focusing on actual areas of overstocking, and ensure the best maintenance coverage for the vehicle fleet. These measures are transitional and preparatory in view of the implementation of an enterprise resource planning system, Umoja, which will include the capability to automate the mechanism of forecasting, establishing reorder levels of spare parts based on actual consumption and to enable line managers to better plan and control spare parts with a view to further ensuring an overall reduction of inventory levels.

59. In the context of establishing a Regional Service Centre in Entebbe and the operations of the Transportation and Movements Integrated Control Centre, the Secretariat is developing measures to ensure greater reliance on the mobility of surface transportation assets between destinations connected by road and optimize airfield support equipment in the region in a centralized manner to ensure minimum turnaround time for aircrafts leading to their optimization.

2. Fuel management

60. Assessment of mission fuel contracting requirements continues to be conducted to establish, where appropriate, turnkey contracts based on operational needs and efficiency. While a thorough, cost-benefit analysis remains a major factor in the assessment of mission contracting needs, safety and accountability also remain key determinants in the decision-making process. The Secretariat has begun developing requirements to carry out an assessment of the efficiency and effectiveness of turnkey arrangements for submission to the General Assembly at its sixty-sixth session. With the assistance of the Office of Information and Communications Technology, an electronic fuel management system is being developed and is planned for implementation in all missions by June 2012. This system will improve fuel management within missions by reducing the volume of manual work in planning, management and reporting, thereby achieving considerable time-saving in reviewing fuel transactions, deriving consumption patterns and identifying irregularities. The system will also provide real-time information for the analysis and effective monitoring of fuel consumption, improve safety of operating mission equipment by monitoring quality of fuel, deter unauthorized fuel deliveries, track and validate fuel issues and induce financial and energy savings.

3. Rations

61. In paragraph 29 of its report on the overview for 2010/11 (A/64/660), the Advisory Committee recommended that the Secretary-General provide information on the overall requirements for rations for all missions in comparison with the preceding period; the factors that have led to changes in resource requirements; and, the experience gained in the implementation of the turnkey rations contracts,

including an analysis of efficiencies and effectiveness and the impact on the staffing of the missions, as well as on local economies. The Advisory Committee stressed that the key indicators used to measure the performance of rations contractors must include the quality of the food provided and its timely availability.

62. The concept of operation and management of the provisioning of rations for troops serving in missions has evolved from one where missions performed the function of storage and distribution of food to more responsibility for the contingent and then, on to greater use of turnkey operations, thereby transferring the risks to contractors and also enhancing efficiency of services. Beginning in 1997/98, this model of ration services delivery gradually expanded to include warehousing, storage, and bulk breaking and limited forward delivery. In 2003/04, rations distribution responsibility to forward contingent locations was added to contractor services.

63. This delivery model for rations services was further enhanced in 2006 to include the introduction of financial penalties tied to performance levels of key indicators of quality, quantity and timely delivery (introduced in 2004). In 2008, the contracts for UNAMID and MINURCAT were again significantly improved with the introduction of another indicator related to timely food availability, the addition of clarified food standards, and enhanced contractual mechanisms for quality assurance and performance management. This shift to turnkey operations has resulted in the establishment of an effective model capable of achieving an optimum balance of quality, safety and costs — fulfilling the aim of ensuring the health and morale of troops serving in missions.

Table 6
Global rations requirements: troops supported, expenses and cost per person/day

2008/09			*2009/10*			*2010/11*		
Troop strength	*Expenditure (in millions of United States dollars)*	*Cost per person*	*Troop strength*	*Expenditure (in millions of United States dollars)*	*Cost per person*	*Troop strength*	*Projected expenditure (in millions of United States dollars)*	*Cost per person*
80 264	$290.1	$9.90	91 059	$317.2	$9.54	102 700	$347.4	$9.27

64. As seen in table 6, the scope of services and resource requirements have steadily increased over the years from 80,264 troops supported at the cost of $290.1 million in 2008/09 to 102,700 troops at the cost of $347.4 million for 2010/11. The average cost of rations (per person) has, however, been reduced to $9.27 from $9.90 over the last three years. This reduction of 6.4 per cent is attributable to efficiency-enhancing initiatives implemented in the management of rations in missions. Rations contractors in peacekeeping missions under turnkey contracts are encouraged to source products and services within the local economies for the performance of the rations contracts without compromising food safety, quality and other established performance standards. Based on contractors reporting as of October 2010, on an annual basis, the contractors employ overall 980 local staff, purchase local services valued at $46 million, and food items valued at $84 million, representing approximately 40 per cent of total rations billing.

65. Staffing resources have been aligned to the evolution of the turnkey concept. Globally, 175 staff members are involved in rations operations, consisting of

15 Professional staff, 50 Field Service staff, 26 United Nations volunteers, 26 military staff officers in peacekeeping missions and four Professional staff members in Headquarters. The United Nations mission staff members are involved in contract management, quality assurance and contractor's adherence to safety, quality and delivery requirements, as turnkey contracts provide all functions associated with rations procurement, storage, handling and delivery. Headquarters staff are focused on the strategic overview of rations operations in field missions and the ongoing review and development of common systems and policy to ensure safety, quality and efficiency in the field missions.

66. Rations management in field missions continues to be challenged by the complexities and hazards associated with the preparation and distribution of food as well as the fluidity of the peacekeeping environment. Developing and implementing efficiency-enhancement measures has remained the guiding principle of rations management. The following are the key improvement initiatives being implemented:

(a) *Comprehensive food management training*. Experience shows that improvements in cost controls and efficiency from food management training for contingent personnel, such as a recipe-based menu planning system can realize up to 3-5 per cent of cost savings. A pilot training programme formed in collaboration between Headquarters and mission staff began in 2010, provided such training for 150 food officers and 45 rations staff in MONUSCO and UNIFIL in 2010 and is due to be extended to UNAMID and MINUSTAH in 2011;

(b) *Rations management system*. The implementation of the rations management system will provide opportunities for fewer rations support staff. The solicitation process is currently under way;

(c) *Food standards and food safety*. The complex challenge of ensuring the safety and quality of food provided to troops is currently undertaken by United Nations food inspectors. A review by an independent consultant is under way to recommend appropriate mechanisms to be included in new contract solicitations in 2011/12, which will provide further opportunities to review staffing resources;

(d) *Contingents field catering operations*. Major opportunities for efficiency improvements rest with improving the field catering operations capacity of the contingent. Historically, contingent operations have been excluded from United Nations rations management, but experience from the comprehensive food management training in MONUSCO and UNIFIL has proven that such initiatives can generate goodwill among troop-contributing countries and result in a more seamless and efficient rations operation.

4. Information and communications technology

67. In paragraph 66 of its report (A/64/660), the Advisory Committee requested a progress report on the regional coordination of information and communications technology across missions in the Middle East (UNDOF, UNIFIL, UNTSO and UNFICYP). The initiative, which placed the information and communications technology (ICT) entities of UNIFIL, UNDOF, UNFICYP and UNTSO under a regional and centralized management structure, began in July 2010. The strategic goal of the initiative is to eliminate duplication of effort, remove disparity of service and create economies of scale. Recurrent annual financial reductions in excess of $3.5 million have been realized, including the reduction of 17 posts from UNIFIL.

68. A governance board consisting of the four Middle East Directors/Chiefs of Mission Support has been created to oversee the implementation of a strategic regional ICT workplan and facilitate performance management. This workplan for the first year has included goals such as interconnecting the four missions' data networks, the introduction of secure video/telephony technologies, the harmonization of ICT standards and equipment platforms across missions and the establishment of a regional network control centre incorporating change management, event monitoring and service restoration capabilities. The United Nations Special Coordinator for Lebanon, the Economic and Social Commission for Western Asia (ESCWA), the Office of the United Nations Special Coordinator for the Middle East Peace Process, the United Nations Mine Action Centre and the Secretary-General's Good Offices in Cyprus are integrated into the Middle East regional network and receive support ranging from full ICT services to backup, disaster recovery and failover services. ICT technical assistance is also provided to the Special Tribunal for Lebanon, as required.

69. Some initiatives envisaged for the next fiscal period involve the elimination of facsimile machines, personal computer-to-personal computer remote access, which will facilitate the support of the centralized Service Desk in the Middle East regional missions, the completion of the streamlining of data centres as well as rationalizing the ICT services in the Middle East. It is expected that this will ensure further reductions in the ICT budgets in the region in 2013/14. This regional ICT initiative will lay the foundation for ICT to perform as a key enabler and facilitate the utilization of new technologies for strategic advantage as well as enabling innovation to provide value to the complex and dynamic operations in the region.

E. Conduct and discipline

70. In its resolution 64/269 on cross-cutting issues, the General Assembly makes specific reference to conduct and discipline issues in section IV and endorsed, in paragraph 5 of the general section, the conclusions and recommendations of the Advisory Committee in its report (A/64/660), in particular paragraphs 73 to 75 relating, inter alia, to the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/64/669).

71. Future reports of the Secretary-General on special measures for protection from sexual exploitation and abuse will contain an improved analysis of the data and trends observed in peacekeeping operations and political missions, in relation to misconduct of United Nations personnel. Specifically, a more refined comparative analysis over time will be provided, taking into account factors such as the number of peacekeeping operations and political missions, the number of United Nations personnel by categories of personnel, the missions covered by conduct and discipline teams and focal points, and the training and the outreach activities undertaken. In addition, the report to the General Assembly at the sixty-fifth session will also review the implementation of the recent reforms relating to welfare and recreation and analyse, to the extent possible, the impact of those measures on the conduct of peacekeeping personnel, as part of the prevention strategy to address misconduct and in particular sexual exploitation and abuse.

72. In order to implement the General Assembly's request, in section IV, paragraph 3, of its resolution 64/269, "that appropriate steps are taken to maintain and restore the

image and credibility of any peacekeeping mission, troop-contributing country or United Nations peacekeeping personnel" the Secretariat is providing regular updates to its Conduct and Discipline website (http://cdu.unlb.org). In that regard, the Conduct and Discipline Unit, in partnership with the Information and Communications Technology Division, developed an improved information-sharing tool for the website, which was launched on 18 October 2010. This interactive "dashboard" provides users with the capability of searching statistics on misconduct allegations, including those on sexual exploitation and abuse, in a variety of ways and enables users to have a comprehensive view of the state of conduct in United Nations peacekeeping operations. Reports provide details on the numbers of allegations received on all types of misconduct, the status of investigations on allegations of sexual exploitation and abuse, as well as on follow-up with Member States on referred allegations of misconduct. All statistics are reported in an aggregate manner, without explicit reference to individuals, nationalities or case-specific information, to respect the confidentiality of individuals concerned. A fact sheet providing representative examples of disciplinary actions taken by Member States for misconduct in peacekeeping operations has been added to the website.

73. As reported in document A/64/643, the conduct and discipline teams in the field continue to conduct robust training on standards of conduct and on sexual exploitation and abuse for all categories of personnel, based on the updated training materials developed in 2009-2010. With regard to the investigation and enforcement of disciplinary action, the Secretariat, together with the Member States and the peacekeeping missions, is regularly reviewing ways and means to streamline the investigation process and the response time to address serious allegations of misconduct. The new system of administration of justice is expected to shorten the length of the disciplinary process itself once an investigation substantiating an allegation is completed. With respect to military contingent personnel, the revised draft model memorandum of understanding (see A/61/19 (Part III)) is being fully implemented. Troop-contributing countries are being informed as soon as possible of serious allegations of misconduct involving their military personnel and requested to indicate whether they wish to conduct the investigation on their own or through the nomination of a National Investigations Officer.

74. A stocktaking of activities relating to protection from sexual exploitation and abuse by United Nations personnel, under the auspices of the Inter-Agency Standing Committee, was completed in June 2010 and concluded that the advancement of protection from sexual exploitation and abuse in the humanitarian community would be best served if the Inter-Agency Standing Committee were to resume its leadership on the issue. The Department of Field Support has been invited to be a member and will represent United Nations field missions in the Task Force. Within that context, the Department will pursue its efforts in conjunction with the Inter-Agency Standing Committee Task Force for the implementation of the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (see General Assembly resolution 62/214).

F. Military and police personnel

1. Deputy Force Commander posts

75. The Advisory Committee suggested that criteria be developed for the establishment of the post of Deputy Force Commander. Such criteria include such factors as the size of the military force; the role of the Force Commander and whether he also acts as the Head of Mission; the complexity of the mandated tasks; the operating environment; and, the need for continuity. Proposals for establishing a Deputy Force Commander post in a mission would be considered on an individual basis, taking into account the unique requirements of the mission.

76. The following missions currently have deputy force commanders: MONUSCO, UNOCI, UNMIL, UNMIS, UNIFIL, UNAMID and MINUSTAH. Deputy force commanders are located in larger missions headed by a Special Representative of the Secretary-General. In smaller missions where the Force Commander is also the Head of Mission, the Deputy will be a civilian.

2. Rotation costs

77. The global budget for troop rotations in 2010/11 is approximately $244 million; of which approximately $137.3 million relates to the six missions supported by the Transportation and Movements Integrated Control Centre (five after the closure of MINURCAT at the end of 2010). On the basis of past experience, approximately $97 million will be spent using short-term charters or long-term aircraft in the United Nations fleet. The balance of approximately $40 million will likely be executed under letters of assist in partnership with the contributing troop- and police-contributing countries.

78. Based on an analysis of the planned rotations as part of the global rotation and repatriation plan, the Secretariat will utilize the capacities of Transportation and Movements Integrated Control Centre aircraft to conduct approximately 80 per cent of the rotations in the region by United Nations aircraft, which previously would have been conducted under short-term charter, equivalent to approximately $42.5 million of the volume of $97 million in rotations that are to be executed by the United Nations. A number of rotations have already been executed by the Transportation and Movements Integrated Control Centre aircraft during the pilot phase to test the concept of using aircraft in support of missions without disruption of in-mission service — essentially conducting rotations by night with additional crews. The results have been encouraging and need to be institutionalized. It is estimated that this model can be expected to result in 8-10 per cent in savings, equivalent to $3.4 million to $4.3 million.

79. It is proposed to obtain and use a wide-body long-haul jetliner (200 to 300 passenger capacity) on long-term charter to conduct troop rotations to South Asia, East Asia and elsewhere to achieve greater operational flexibility and cost efficiency. Pre-planned monthly flight schedules in support of troop rotations will allow missions to minimize the need for "empty legs" for positioning or de-positioning that are inherent in short-term charters in the present rotation operations. Efforts to obtain a wide-body long-haul aircraft have not been successful in the two solicitations conducted thus far (December 2009 and October 2010);

however, a solicitation is currently in process and it is estimated that the long-term charter of a wide-body aircraft is likely to be operational on or about March 2011.

3. Implications of increased mobility

80. In its report (A/64/660), the Advisory Committee noted that peacekeeping increasingly involves more mobile contingents and requested that the Secretary-General outline the implications of the increased mobility of contingents for mission support. The implementation of the increased troop mobility concept has placed challenges on the planning and logistical support of peacekeeping missions, particularly in ONUCI and MONUSCO. The increased costs have related to the higher number of locations, the construction of sites, additional hours of patrolling activities and additional reconnaissance flights, which have been mitigated in part by reductions in the lower requirement of movements of personnel from centralized mission locations. The troop mobility concept entails the storage and distribution of fuel and rations to additional locations, which has been effectively met in the affected missions in the context of existing turnkey contracting arrangements. Nevertheless, the increased troop mobility concept is dependent on the strong and robust self-sustainment capabilities of troop-contributing countries to ensure that logistics support is sufficient and can be provided at all locations.

81. The need to provide rapid and predictable support to deployment, including more mobile contingents, is also central to the implementation of the global field support strategy, in particular through the modularization pillar and the development of modularized service packages. The service packages are being designed to incorporate the necessary equipment and enabling capacity, including technical, acquisition and delivery, standby contractual support, support services contracts and/or other support or enabling arrangements necessary to ensure fully functioning, cost-effective and sustainable operations.

G. Multi-year projects

Implementation of the information management strategy

82. The Department of Peacekeeping Operations/Department of Field Support Peacekeeping Information Management Unit and Information and Communications Technology Division are co-developing the strategic management system, which is a dashboard-style system that offers real-time peacekeeping and field support data to support senior management decision-making. Strategic management system phase 1 (wave 1) was completed in August 2010 and includes: operational reports and incidents data; fatalities data; budgetary performance of missions, including appropriation, expenditures, historical costs and budget development; and, military and police deployment figures. Strategic management system phase 1 (wave 2) was launched in December 2010 and it includes: personnel data (vacancies and posts by categories of international, national, gender and post) and logistics data (communications and information technology service, engineering, occupational safety, and transport). Strategic management system phase 2, slated for June 2011, will include additional logistics, military and police data; financial and rule-of-law data; geodata; and enhanced interface functionality requested by users.

83. This access to comprehensive, accurate and up-to-date information will also enhance the ability of the Secretariat leadership to respond to inquiries of Member

States on various issues and activities related to peacekeeping and field support. In addition, the ability to republish non-sensitive strategic management system data in print and electronic media will also enable instant access by both Member States and the general public to key peacekeeping and broader field support information.

Implementation of the integrated mission planning process

84. The Office of Operations is currently engaged in delivering a two-year work plan to provide guidance, operational support and planning capacity to Department of Peacekeeping Operations-led operations. The results include: the issuance of basic standards and requirements for integration between multidimensional peacekeeping and the United Nations country team and a guidance package for the integrated mission planning process. Training courses to facilitate implementation of the guidance and compliance with integrated mission planning standards and requirements took place in December 2010 (covering MONUSCO, UNAMID, UNMIS, UNOCI and UNMIL) and January 2011 (for UNMIK, MINUSTAH and UNMIT), covering a total of 10 mission planners and 6 planners from the integrated operational teams, in addition to a number of colleagues from the Office of Rule of Law and Security Institutions, the Policy, Evaluation and Training Division and the Department of Field Support. Of the eight missions subject to the Secretary-General's principles of integration, six (UNMIL, UNOCI, UNMIK, UNMIT, MINUSTAH and UNMIS) have met the requirement to create integrated strategic frameworks. The frameworks of the remaining two missions (UNAMID and MONUSCO) are under preparation and will be completed by the June 2011 deadline. These achievements will lead to more credible planning processes that reflect the principles of integration and lead to more coherent efforts of the United Nations system to deliver their mandates in support of stabilization and peace consolidation. In addition, the Secretariat will provide additional guidance and training materials on the mission concept and benchmarking, and will be updating existing guidance and training materials on the basis of lessons learned and feedback.

Implementation of the business process improvement initiative

85. In February 2008, the Departments of Peacekeeping Operations and Field Support, in collaboration with the Department of Management, launched a Business Process Improvement Initiative to streamline and improve the quality of business processes. Based on a needs assessment and in line with departmental focus on core business and reform efforts, the Departments prioritized projects in the broad areas of planning, personnel, procurement and finance. Of the 22 projects completed to date, the majority have crossed departmental boundaries and led to improvements in such areas as the standardization of procedures, the use of templates and the leveraging of technology. These projects have required extensive collaboration among and alignment with other major change initiatives, such as human resources management reforms and enterprise resource planning. Importantly, they have served as a model of what can be achieved with a shared vision and a commitment to change for continuous organizational improvement.

86. Twenty United Nations staff members completed the second phase of the Lean Six Sigma capacity-building programme in 2010. With the completion of phase II, the Organization now has 43 staff members certified in the Lean Six Sigma business process improvement methodology. During the first phase up to April 2009, projects were completed in human resources management, planning, crisis management and

procurement. The 10 projects completed during phase II are: contingent-owned equipment reimbursement; field financial systems application upgrade; asset disposal plan; designation of staff members performing significant functions in the management of financial, human and physical resources; national competitive recruitment examination; sick leave certification; troop-strength reporting; voluntary trust fund assistance; Office of Information and Communications Technology request for service; and guidance approval and publication. The Lean Six Sigma-certified staff will apply their expertise to other business processes requiring improvement during subsequent phases of the programme with a view to supporting the implementation of the "New Horizon" initiative and the global field support strategy in the coming months.

87. Lean Six Sigma projects have contributed to expedited deployment of personnel to field operations (e.g., projects on selection and on-boarding) and under the asset disposal project, $62 million worth of equipment in missions pending financial closure after liquidation has been identified and recorded for subsequent record reconciliation, disposal or redistribution. The donor and financial agreements project for mine activity action helped to reduce the processing time for finalizing agreements to consistently meet a seven-day deadline, thereby ensuring the continuity of critical projects. The project on peacekeeping and field support guidance documents reduced the publishing cycle time from 43 days to 18 days, making guidance more rapidly accessible to field operations. The field financial systems application upgrade project resulted in the drastic reduction in the average downtime for these upgrades and related financial management activity in field operations.

88. The Lean Six Sigma projects in the area of human resources management helped to shape the design and identify the requirements for the new recruitment system under the Secretary-General's bulletin ST/AI/2010/5 and Corr.1 and the Inspira system. These projects were conducted in the areas of selection, on-boarding and reference-checking, and were interdepartmental business process improvement initiatives managed by both the Department of Management and the Department of Field Support.

89. The review and streamlining of the on-boarding process resulted in a more efficient medical clearance process. Because of improvements implemented, the processing of medical examinations was reduced from 10.5 days to 3 days (71 per cent). This has, in turn, decreased the on-boarding process time. The process review also eliminated the outdated and duplicative forms, developed new work procedures to eliminate significant variance in the process, reduced rework in the process and revised and error-proofed the medical entry exam form.

90. The review and streamlining of the selection process resulted in the convening of expert panels for all occupational groups at Headquarters and in Entebbe, with a total of 5,875 technically cleared candidates assessed and 2,863 recommended for inclusion in the roster. The new assessment methodology for selection has been implemented to improve objectivity and consistency of the process. Vacant posts have been grouped by high-density functions (greater than three vacant posts) and low density functions (less than three vacant posts) to maximize the use of the expert panels and reduce the number of field central review body submissions. The project also helped to design and implement dedicated interview hubs in Entebbe and the United Nations Logistics Base to facilitate expert panel sessions.

91. The review and streamlining of the reference-checking process resulted in a streamlined process, and reduced the number of offices performing duplicative work. The project also resulted in the creation of a centralized repository for reference-checking information to be implemented in Inspira. Draft guidelines on reference checking have been created by the Office of Human Resources Management Policy Section and are currently being reviewed by process owners and stakeholders in the context of Inspira. It is expected that the reference-checking guidelines will align record keeping practices between Headquarters and the field.

H. Environmental policy

92. In its resolution 64/269, the General Assembly requested the Secretary-General to provide detailed information on the measures undertaken to mitigate the environmental impact of peacekeeping missions in the context of his next overview report. Peacekeeping operations represented 56 per cent of the total United Nations-wide 2008 greenhouse gas emissions.[1] The main sources of these emissions are from aviation, surface transport and facilities operations. The Transport and Movements Integrated Control Centre in the Regional Service Centre in Entebbe is expected to contribute to a reduction of approximately 11 per cent in total aviation emissions, compared with 2008 levels, by June 2012. In surface transport, a reduction in fuel consumption has been achieved in UNDOF through car pooling; in the United Nations Logistics Base, by the introduction of eight electric cars and 27 electric material-handling vehicles; and, in UNMIT through the implementation of measures to monitor closely the usage of vehicles through the CarLog system, which led to a drop in idle running hours from 9,499 in April 2009 to 7,383 in May 2010. The Secretariat has system contracts now in place for solar water pumps and solar water heater units in ablution units, some of which have already been installed in MONUSCO. The first unit of the new systems contract for photovoltaic-diesel hybrid power supply will be installed in MONUSCO in 2011 in Entebbe. This contract also includes stand-alone photovoltaic street lighting. UNOCI and UNDOF are implementing fuel consumption control measures and UNIFIL has piloted the electronic fuel management system, which will be extended to all missions by the end of June 2012. UNIFIL, UNMIS, UNMIT and MINUSTAH have begun using solar panels for very high frequency repeaters, and MONUSCO and the United Nations Logistics Base are implementing the Virtualization Server Machine to reduce the number of computer servers within data centres, which reduces the need for cooling and electricity consumption and related costs. As an example, at the United Nations Logistics Base a first step in this technology made it possible to run data flow on 300 machines instead of 700 machines. A "green" Mobile Power Pack, a rapidly deployable vehicle to be used in remote areas in field missions with an integrated hybrid alternative power source, including solar and wind, to power ICT field equipment, is also in the process of being designed. MONUSCO has introduced multi-fuel burners, enabling the combustion of used oil and other waste products as a replacement for charcoal and firewood. ONUCI is supplying butane gas to contingents to prevent the use of firewood and limit deforestation.

[1] United Nations Environment Programme, *Moving Towards a Climate Neutral United Nations* (UNEP, 2009).

93. United Nations field missions are taking measures to treat and reuse wastewater to limit pollution of the local environment and any negative health impact on neighbouring communities. Wastewater treatment plants are available through a systems contract. As of August 2010, over 70 per cent of all the wastewater treatment plants in operation are deployed in the three larger missions in desert areas, MINURCAT, UNAMID and UNMIS. In UNAMID, the treated effluent is used for toilets, construction mortar, car washing, fire-fighting and landscaping. As a result, the usage of fresh water in UNAMID has been reduced by 30 per cent. MONUSCO and UNMIS are introducing rainwater harvesting, which the new prefabricated buildings' design will make more systematic. MONUSCO has installed waterless urinals. MINURSO brings most of its water by trucks, and is undertaking a study using geographic information system technology to check the feasibility of drilling wells, which would reduce fuel consumption and mitigate ground and air pollution.

94. The global field support strategy identified waste management as a major challenge of current field missions. The modularization pillar of the strategy includes camp (solid and liquid) waste-management systems in phase one of development. Peacekeeping missions are reducing the volume of waste for disposal. For example, MONUSCO and UNMIT have eliminated the use of plastic bags in their respective post-exchanges and their system contracts for water bottling plants will not be renewed. Waste segregation is undertaken using recycling bins in the United Nations Logistics Base, UNMIT and MONUSCO, as well as dedicated waste-disposal yards in UNMIS. MINUSTAH and UNMIS have issued comprehensive waste-management guidelines, including for hazardous waste, describing collection, recycling, if applicable, and appropriate disposal. UNMIT provides shredded paper to an NGO for a community-based production of "bio-briquettes" used for cooking by the local population. MONUSCO works with a local NGO to collect and recycle the Mission's plastic bottles for the local market and has begun a pilot biogas facility in Goma. UNMIS has constructed solid waste disposal sites, which include compactors, incinerators and engineered landfills. MONUSCO is designing a small-scale on-site waste-management system. UNOCI also uses incinerators especially for hazardous medical waste. In addition, UNMIL, MINUSTAH and UNOCI are planning to phase out ozone depleting substances in accordance with the Montreal Protocol. MINURCAT undertook environmental assessments and subsequent remediation in all its sites in the view of its liquidation. UNMIS is constructing concrete floors, drainage channels and oil separators in fuel stations to prevent oil spills and ground pollution.

95. In the area of information and awareness-raising, missions have taken a number of steps: MONUSCO undertook environmental awareness training for staff from all components of the Mission; UNMIT includes an environmental briefing in all staff induction courses; and UNMIL has trained more than 300 uniformed and civilian personnel. UNMIL, UNOCI, MONUSCO and the Department of Peacekeeping Operations/Department of Field Support have a dedicated environmental Intranet page that updates and advises staff on environmental matters. UNMIL has an environmental Internet page. Awareness events are organized within missions and often together with the national Government on international environmental campaigns and days, such as World Environment Day. The dedicated web-based community of practice has grown in number of participants and is the platform to share knowledge and best practices among all missions. The Road Map Mission

Information Management System, deployed in all missions in November 2010, has a specific page for missions to report on the implementation of their Environmental Management System, possible environmental damages and technical data, such as the use of renewable energy in total power or water consumption. The Department of Field Support strategic and operational guidelines and manuals will be reviewed to integrate environmental considerations so that staff behaviour and operational work are in accordance with the Environmental Policy approved by the Under-Secretary-General of the Department of Peacekeeping Operations on 1 June 2009, including guidance to field missions on environmental matters.

96. At Headquarters, the Department of Field Support has worked with UNEP, the United Nations Institute for Training and Research and the International Institute on Sustainable Development to develop training materials entitled "A lighter footprint: increasing the self-reliance and reducing the impact of peace operations' camps". The first training exercise was undertaken at UNEP headquarters in November 2010 for mission environmental focal points, and involved 21 participants representing both missions and headquarters.

IV. Proposed resources for the period from 1 July 2011 to 30 June 2012

97. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2011 to 30 June 2012, inclusive of the United Nations Logistics Base and the support account, are currently estimated at $7.6 billion.

98. The General Assembly, in section III, paragraphs 9 and 10, of its resolution 59/296, affirmed that budget submissions should, to the extent possible, reflect management improvements and efficiency gains to be achieved and articulate future strategies in that regard. In compliance with that resolution, the Secretary-General, in his budget proposals for the 2006/07 financial period, introduced the concept of efficiency gains, according to which efficiency gains refer to situations in which less input, or the same input at a lower cost, is needed to produce the same output level as in the previous financial period (assuming there has been no change in quality).

99. In section I, paragraph 10, of its resolution 64/269, the General Assembly reaffirmed that budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard. Efficiency gains have been identified overall in the budget proposals for 2011/12, principally in the support component. Examples are provided in table 7 below, with detailed descriptions of the efficiency gains included in the budget proposals for 2011/12 of each mission. Also, table 8 below provides examples of initiatives to be implemented in the 2011/12 period.

Table 7
Examples of efficiency gains included in 2011/12 budget reports
(Millions of United States dollars. Budget year is from 1 July to 30 June.)

Missions	*Projected savings*	*Class of expenditure*
MINURSO	0.2	Changing the closed-circuit television system to Internet protocol cameras for 24-hours a day/7-days a week surveillance of the mission's facilities. Installation of solar security lights will reduce environmental pollution and result in savings owing to non-procurement of cables for lighting the fuel farms. Change in the fleet composition by replacing AN-26 cargo aircraft with AN-26-100, which will result in direct flights along the routes not charged by EUROCONTROL for en route air navigation services
MINUSTAH	0.8	Enhanced preventive maintenance measures, standardization of ICT infrastructure, use of warranty services and replacement of aged and technologically obsolete equipment, as well as increased user awareness would result in a reduction in the requirements for communications spare parts from 4 per cent of total inventory value in 2010/11 to 3.5 per cent of estimated total inventory value in 2011/12. Also, a reduction in spare parts holdings in the area of ground transportation as part of management initiative
UNAMID	17.1	Reconfiguration of fixed-wing and helicopter air fleet to optimize aircraft utilization
UNDOF	0.4	Implementation of a fuel-log system for effective management of fuel consumption by vehicles and generators; reduction in generators and fuel by connecting to locally supplied electric power grids; leasing instead of acquisition of photocopiers; and reduction in information technology and communications equipment spare parts and supplies as result of establishing a common platform of equipment among four regional missions.
UNFICYP	0.02	Implementation of a conservation pilot project through the application of energy efficient technologies, education and monitoring consumption patterns
UNIFIL	2.0	Introduction of Common Rail fuel-injection system, resulting in 15 per cent fuel reduction; utilization of United Nations-owned vehicles instead of freight forwarders for movement of cargo from Beirut; reduction in vehicle spare parts from continued training on accident prevention; use of centralized printing hardware in common areas; expansion of Internet protocol telephony using existing data networks, reducing requirements for traditional Private Automatic Branch Exchange (PABX) systems; reduction in information technology and communications equipment spare parts and supplies as result of establishing a common platform of equipment among four regional missions; and reduction in rations costs from establishment of a menu driven rations ordering system
UNOCI	0.1	Installation of solar-powered deep well water pumps and wastewater treatment system
Total	**20.6**	

Table 8
Examples of initiatives to be implemented in 2011/12

Component	*Initiatives*
MONUSCO	Consolidation of all Mission offices in Kinshasa to improve communication within the different entities of the Mission, reduce costs, improve efficiencies and effectiveness while reducing the Mission's visibility in the capital city
UNAMID	Introduction of a retail fuel application system to trace and monitor fuel consumption; implementation of electronic movement request systems to improve cargo and passenger handling and processing procedures
UNDOF	Establishment of a committee to promote awareness and policy to increase use of more environmentally friendly practices to save energy; continued participation in the regional information and communication technology initiative facilitating standardization of technology platforms
UNFICYP	Implementation of a conservation pilot project through the application of energy efficient technologies, education and monitoring consumption patterns
UNIFIL	Implementation of environmental initiatives, including shifting energy dependence to renewable resources; and continued participation in the regional information and communication technology initiative facilitating the standardization of technology platforms
UNMIS	Strengthening of vehicle fleet management through regular reviews of the vehicle usage rate, monitoring of CarLog and fleet management systems to meet any additional requirements in the sector such as disarmament, demobilization and reintegration, and other programmatic support requirements from within the existing fleet. Also, conduct of physical verification, confirmed investigation or write-off procedures for 100 per cent of United Nation-owned equipment assets, as compared to 98 per cent in the 2010/11 period
UNOCI	UNOCI will implement a number of mission support initiatives, including the introduction of solar-powered deep well water pumps at five locations (Odienne, Korhogo, Ferkessedougou, Bouna and Bouake) aiming at reducing electrical power consumption (expected to be completed in December 2011); the installation of environmentally friendly wastewater treatment systems in two additional camps in Daloa and Korhorgo in order to reduce the environmental impact of effluent from the camps (expected to be completed in February 2012); and the replacement of old air conditioners with new air conditioners which use environmentally friendly refrigerants, and electronic records projects to save time and money, office space and improve records security

100. Table 9 below provides the proposed requirements for the 2011/12 period by peacekeeping component.

Table 9
Proposed requirements for the 2011/12 period
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Apportionment (2009/10)*	*Expenditure (2009/10)*	*Apportionment (2010/11)*	*Proposed budget (2011/12)*	*Variance*	
					Amount	*Percentage*
MINURCAT[a]	690 753.1	540 805.3	239 096.6	—	—	—
MINURSO	53 527.6	51 936.2	57 130.5	61 429.7	4 299.2	7.5
MINUSTAH	732 393.0	713 740.6	853 827.4	810 305.0	(43 522.4)	(5.1)
MONUC/MONUSCO	1 346 584.6	1 345 224.0	1 365 000.0	1 423 044.0	58 044.0	4.3
UNAMID	1 598 942.2	1 547 855.3	1 808 127.5	1 708 748.4	(99 379.1)	(5.5)
UNDOF	45 029.7	45 029.6	47 806.9	49 561.7	1 754.8	3.7
UNFICYP	54 412.7	53 298.7	56 325.7	55 744.9	(580.8)	(1.0)
UNIFIL	589 799.2	542 110.8	518 710.2	542 785.7	24 075.5	4.6
UNMIK	46 809.0	46 660.4	47 874.4	44 914.8	(2 959.6)	(6.2)
UNMIL	560 978.7	541 809.5	524 000.0	540 836.4	16 836.4	3.2
UNMIS	958 350.2	932 452.0	1 008 026.3	947 076.9	(60 949.4)	(6.0)
UNMIT	205 939.4	191 118.8	206 311.6	196 744.8	(9 566.8)	(4.6)
UNOCI	491 774.1	473 558.6	485 078.2	485 839.6	761.4	0.2
UNOMIG[a]	10 946.0	10 280.8	—	—	—	—
Support for AMISOM[a]	213 580.0	164 278.8	174 318.2	303 951.9	129 633.7	74.4
Subtotal, missions	**7 599 819.5**	**7 200 159.4**	**7 391 633.5**	**7 170 983.8**	**(220 649.7)**	**(3.0)**
United Nations Logistics Base	57 954.1	57 931.2	68 170.6	60 528.4	(7 642.2)	(11.2)
Support account[b]	322 547.4	318 475.8	363 811.5	362 547.6	(1 263.9)	(0.3)
Subtotal, resources	**7 980 321.0**	**7 576 566.4**	**7 823 615.6**	**7 594 059.8**	**(229 555.8)**	**(2.9)**
Voluntary contributions in kind (budgeted)	10 599.0	8 580.3	8 791.4	6 419.3	(2 372.1)	(27.0)
Total resources	**7 990 920.0**	**7 585 146.7**	**7 832 407.0**	**7 600 479.1**	**(231 927.9)**	**(3.0)**

[a] The mandate of MINURCAT was not extended beyond 31 December 2010 and the mandate of UNOMIG was not extended beyond 15 June 2009.

[b] $363,811.50 for 2011/12 includes requirements for enterprise resource planning in the amount of $57,033.00 and in the proposed 2011/12 budget, $47,185.20 of the $362,547.60 is required for enterprise resource planning.

101. Table 10 below provides the main factors affecting the changes in resource requirements for the 2011/12 period, compared with the 2010/11 period.

Table 10
Main factors for variance in resource requirements

Peacekeeping component	*Main factors for variance*
MINURSO	Increase of $4.3 million (7.5 per cent) resulting from:
	(a) Increased requirements are attributable primarily to increased common staff costs pursuant to General Assembly resolution 65/248 on the harmonization for the conditions of service and a revised salary scale in effect from January 2011 as well as a decrease in the vacancy rate for international staff from 10 per cent to 3 per cent
	(b) Additional requirements are due mainly to the increase in the contract for mine-clearing activities owing to a transition from traditional battle area clearance of cluster munitions to minefield clearance (subsurface). The Mission will also undertake mine-risk education to the local population to increase mine action awareness and reduce the threat of mines
MINUSTAH	Decrease of $43.5 million (5.1 per cent) resulting from:
	(a) Reduced requirements for standard reimbursements to troop-contributing Governments for contingent-owned equipment as a result of the refinement of estimates related to the additional military personnel deployed after the earthquake, compared with more preliminary estimates for the 2010/11 period
	(b) Lower average costs for rotation travel for military and formed police personnel, based on recent expenditure patterns
	(c) The exclusion of provision for freight and deployment of equipment for military and formed police personnel, owing to the projected completion of deployment in the 2010/11 period
	(d) The exclusion of provisions related to support of the Office of the Special Envoy, as well as to direct support to the Government of Haiti, which were included in the 2010/11 period
	Reduced requirements are offset in part by additional requirements for facilities and infrastructure, owing to a projected increase in fuel consumption and utilities
MONUSCO	Increase of $58.0 million (4.3 per cent) resulting from:
	(a) Additional requirements for common staff costs, which are estimated at 84.4 per cent of the net salaries, compared with 66 per cent in 2010/11, based on current expenditure patterns, salaries and staff assessment which are based on the standard salary scale effective January 2011 and the application of a 12 per cent delayed recruitment to the cost estimates compared with 18 per cent in the 2010/11 period
	(b) Additional requirements related to the consolidation of the Mission's offices in Kinshasa into one integrated Mission headquarters aimed at improving communications within the different entities of the Mission and improving efficiencies and effectiveness, while reducing the Mission's visibility in the capital city of the Democratic Republic of the Congo, and increased unit

Peacekeeping component	*Main factors for variance*
	cost of fuel in 2011/12, based on current contractual prices of $1.2061 per litre for diesel and $1.08 per litre for gasoline, compared with $0.8674 per litre for diesel and $0.92 per litre for gasoline in 2010/11
	(c) Increased requirements for air transport attributable to additional requirements for services and increases in the average unit cost of aviation fuel to $1.130 per litre in 2011/12 compared with $0.892 per litre in 2010/11
	Additional requirements are offset in part by lower costs for the travel of military and police personnel
UNAMID	Decrease of $99.4 million (5.5 per cent) resulting from:
	(a) Reduced resources for salaries, including post adjustment and common staff costs for international staff
	(b) Reduced requirements for construction services, and acquisition of related equipment, which now mainly comprise costs for the construction of camps to support the full deployment of UNAMID as well as the repair and construction of major infrastructures in Darfur, including roads, bridges, parking aprons, airstrips and taxiways of the three airports in Darfur, and helipads
	(c) Reduced requirements for rations based on the prevailing contract terms
	The overall reduced requirements are offset in part by increased requirements for the reimbursement of standard troop and formed police units costs as well as for mission subsistence allowance for eligible uniformed personnel, owing to the application of lower delayed deployment factors to the estimation of costs in 2011/12 than in 2010/11
UNDOF	Increase of $1.8 million (3.7 per cent) resulting from:
	(a) Additional requirements under civilian personnel resulting from the application of the current exchange rate in the provision for national staff costs, and common staff costs for international staff estimated at 78.6 per cent of net salaries as based on the actual 2009/10 expenditures
	(b) Additional requirements under operational costs due mainly to petrol, oil and lubricants owing to the increase in market price of fuel cost
UNFICYP	Decrease of $0.6 million (1.0 per cent) resulting from:
	The application of the United Nations operational exchange rate of €0.761 of the euro per United States dollar as at 31 December 2010, compared with €0.70 based on the World Bank forecast for 2011 in the 2010/11 budget
	Decreased requirements are partly offset by additional requirements for operational costs owing to the increase in the unit cost of diesel as well as the increase in maintenance services owing to the renewal of contracts for catering, cleaning and waste management services

Peacekeeping component	*Main factors for variance*
UNIFIL	Increase of $24.1 million (4.6 per cent) resulting from: (a) Additional requirements for military personnel resulting from a lower delayed deployment factor for military contingent and higher travel costs (b) Additional requirements for civilian personnel resulting from the application of a higher step in the international salary scales and lower vacancy factors for international and national staff (c) Additional requirements under operational costs owing mainly to facilities and infrastructure (acquisition of fuel tanks and pumps, field defence supplies, and higher unit cost of fuel) and naval transportation
UNMIK	Decrease of $3.0 million (6.2 per cent) resulting from: (a) Reduced requirement for national staff is attributable primarily to the application of the United Nations operational rate of exchange as of December 2010 and the net reduction of 19 national posts. This was partly offset by a lower vacancy rate (b) Reduced requirement for ground transportation is due mainly to non-replacement of vehicles (c) Reduced requirements for communications due to the fewer replacements of obsolete equipment and spare parts due to replacement of a large part of the communications infrastructure in 2010/11
UNMIL	Increase of $16.8 million (3.2 per cent) resulting from: (a) Increased requirements with respect to facilities and infrastructure owing to the Mission's replacement programme for equipment that has exceeded its useful life and has become obsolete, including prefabricated facilities such as hardwall modular buildings, tentages and sea containers required for providing standard accommodation to military personnel at new camps and relocated premises (b) Increased requirements with respect to petrol, oil and lubricants for generators and vehicles as well as aviation fuel (c) Increased requirements in the rental and operation of the Mission's rotary aircraft fleet owing to an increase in the guaranteed fleet cost based on new contracts effective January 2010 and higher cost of the letter-of-assist arrangements with a contributing Government with respect to military helicopters The overall increase in requirements is offset in part by the reduction in requirements with respect to military and police personnel costs owing to the reduction in the strength of the military component of the Mission, along with lower cost of rotation travel for a number of military contingents and lower cost of rations owing to the appreciation of the value of the United States dollar against the euro in respect of the 2011/12 financial period compared with the 2010/11 period

Peacekeeping component	*Main factors for variance*
UNMIS	Decrease of $60.9 million (6.0 per cent) resulting from: (a) Lower requirements resulted primarily from the early repatriation of one Aviation Unit, which was partially offset by the application of a zero delayed deployment factor for military contingents, as compared with 1 per cent applied in 2010/11 (b) Reduced requirements are due primarily to reductions in construction services, resulting from uncertainties in the future mandate of the Mission, following the outcome of the referendums and lower requirements for the replacement of equipment, which were partially offset by higher generator spare parts and maintenance costs, resulting from ageing of the Mission's equipment and facilities (c) Lower requirements resulted primarily from the reduction of 70 General Temporary Assistance positions, comprising 39 international and 31 national positions, following the abolishment of the Electoral Assistance Division Decreased requirements are partly offset by additional requirements for international and national staff owing to the application of lower vacancy rates and the adjustments made for the salaries, common staff costs and staff assessment of international staff as a result of the harmonization of conditions of service. Additional requirements are also due primarily to higher guaranteed and hourly rental contractual rates relating to the replacement of 6 helicopters
UNMIT	Decrease of $9.6 million (4.6 per cent) resulting from: (a) Reduced requirements for mission subsistence allowance, travel, personnel costs, and freight of contingent-owned equipment due to planned reductions in the authorized strength of United Nations police and formed police units (b) Reduced requirements for facilities and infrastructure, communications, information technology and other equipment as the Mission will consume items without replenishment and reduce equipment expenditures except for contingencies to coincide with plans to enter the liquidation phase the following budget year Decreased requirements are partly offset by an increase in the deployment of 35 United Nations volunteers, of which 29 are to be recruited to support the national and parliamentary elections scheduled for early 2012
UNOCI	Increase of $0.8 million (0.2 per cent) mainly resulting from: (a) Increased requirements reflect mainly the conversion of 16 Field Service posts to national General Service posts, pursuant to General Assembly resolution 65/248, as well as the change in the delayed recruitment factor from 10 per cent in 2010/11 to 6 per cent for national General Service staff, taking into account the latest incumbency pattern and the impact of harmonization

Peacekeeping component	*Main factors for variance*
	(b) Higher fuel consumption related to facilities and infrastructure due to frequent power cuts in Côte d'Ivoire
	(c) Increased air transportation costs due to increase in jet fuel price and renewal of air operation contracts
	The increase requirements are partly offset by decreased requirements for military contingents due to the reduction in authorized strength as compared with the level in the 2010/11 approved budget
Support to AMISOM	Increase of $129.6 million (74.4 per cent) resulting mainly from:
	Increase in maximum force strength for AMISOM from 8,000 to 12,000 troops pursuant to Security Council resolution 1964 (2010)

102. Table 11 below provides information on the approved number of posts and temporary positions for the 2010/11 period and the proposed number of posts and temporary positions for the 2011/12 period.

Table 11
Proposed civilian staffing (including United Nations volunteers)

	Approved 2010/11			*Proposed 2011/12*			*Variance*	
Peacekeeping component	*Posts*	*Temporary positions*	*Total*	*Posts*	*Temporary positions*	*Total*	*Number*	*Percentage*
MINURCAT	1 564	2	1 566	—	—	—	(1 566)	(100.0)
MINURSO	292	2	294	292	2	294	—	—
MINUSTAH	1 980	506	2 486	1 976	501	2 477	(9)	(0.4)
MONUSCO	4 687	135	4 822	4 626	211	4 837	15	0.3
UNAMID	5 479	38	5 517	5 249	37	5 286	(231)	(4.2)
UNDOF	156	—	156	156	—	156	—	—
UNFICYP	152	—	152	152	—	152	—	—
UNIFIL	1 142	3	1 145	1 098	3	1 101	(44)	(3.8)
UNMIK	434	1	435	411	1	412	(23)	(5.3)
UNMIL	1 818	3	1 821	1 838	9	1 847	26	1.4
UNMIS	4 596	89	4 685	4 472	17	4 489	(196)	(4.2)
UNMIT	1 638	10	1 648	1 643	17	1 660	12	0.7
UNOCI	1 396	24	1 420	1 389	24	1 413	(7)	(0.5)
Support for AMISOM	249	—	249	303	2	305	56	22.5
United Nations Logistics Base	359	29	388	338	13	351	(37)	(9.5)
Support account	1 311	163	1 474	1 356	164	1 520	46	3.1
Total	**27 253**	**1 005**	**28 258**	**25 299**	**1 001**	**26 300**	**(1 958)**	**(6.9)**

103. The above variances in the number of posts proposed for the 2011/12 period as compared to 2010/11 approved posts primarily reflects the implications resulting of the harmonization of the conditions of service in the field and the closing of MINURCAT.

V. Status of the Peacekeeping Reserve Fund as at 30 June 2010

104. The Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The Assembly, in its resolution 49/233 A of 23 December 1994, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations, the expansion of existing ones, or for unforeseen and extraordinary expenditures related to peacekeeping.

105. As reflected in the financial statements for the 12-month period from 1 July 2009 to 30 June 2010, the level of the Fund as at 30 June 2010 was $157.7 million, comprising the reserve of $150 million and an accumulated surplus of $7.7 million. During the period ended 30 June 2010, no short-term loans were made to active peacekeeping missions. As at 30 June 2010, there was one outstanding loan in the amount of $12.8 million to the United Nations Mission in the Central African Republic, which was made in 1998 and 1999 and remains unpaid. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations and $4.3 million has been approved by the General Assembly in its resolution 64/271 for the period from 1 July 2010 to 30 June 2011. The remaining surplus balance of $3.4 million, subject to approval by the Assembly, will be provided in the context of the support account budget report for the period from 1 July 2011 to 30 June 2012.

VI. Management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries

A. Management of contingent-owned equipment

106. The Working Group on Contingent-Owned Equipment took place from 17 to 28 January 2011 to conduct a comprehensive review of reimbursement rates and the contingent-owned equipment system. Summary of key discussions and recommendations of the Working Group will be presented in the report of the 2011 Working Group on Contingent-Owned Equipment, and the report of the Secretary-General setting out the cost implications of implementing the recommendations of the 2011 Working Group will be submitted to the General Assembly. Further to any action by the Assembly, the Secretariat will amend the Contingent-Owned Equipment Manual accordingly.

B. Liabilities relating to troop-contributing and formed police-contributing countries

107. The status of amounts owed and reimbursements due to troop-contributing and formed police-contributing countries for the calendar years 2009 and 2010 are set forth in table 12 below.

Table 12
Status of liabilities relating to troop-contributing and police-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, formed police units, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2009[a]	*2010*
Owed as at 1 January	439 913	786 776
Estimated amounts owed	1 875 721	1 993 097
Less: payments made during the year	1 528 858	2 240 419
Balance as at 31 December	**786 776**	**539 454**

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2009[a]	*2010*
Owed as at 1 January	115 502	266 968
Estimated amounts owed	1 147 234	1 224 662
Less: payments made during the year	995 768	1 314 968
Balance as at 31 December	**266 968**	**176 662**

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2009[a]	*2010*
Owed as at 1 January	324 411	519 808
Estimated amounts owed	728 487	768 435
Less: payments made during the year	533 090	925 451
Balance at 31 December	**519 808**	**362 792**

[a] Supersedes information provided in A/64/643.

108. Payments for troop and formed police unit costs and for contingent-owned equipment and self-sustainment claims are made after taking into account a three-month cash operating reserve for each mission. In 2010, a total of four scheduled quarterly payments were made for all active missions with sufficient cash resources.

109. As at 31 December 2010, payments for troop and formed police unit costs were current up to October/November 2010 for MINURCAT, MINURSO, MONUSCO, UNAMID, UNDOF, UNIFIL, UNMIS, UNMIT and UNOCI. Payments for troop and formed police unit costs were current up to September 2010 for MINUSTAH and UNFICYP.

VII. Death and disability compensation

110. As requested by the General Assembly in resolution 64/269, section II, paragraphs 4 and 5, the Secretariat endeavours to settle all death and disability cases within the prescribed three-month period. The Secretariat takes all necessary measures to expedite the process, including by sending reminders to the Permanent Missions of Member States every 60 to 90 days requesting additional relevant information needed to finalize the claims for payment. In addition, in an effort to further expedite the process, the Secretariat proactively contacts Permanent Missions upon receipt of a notification of casualty from field missions, to ascertain that they are aware of the death and disability compensation entitlements and to provide guidance on the procedure for submission of the related claims. The Secretariat also follows up with field missions to obtain the confirmation of notification of casualty and with the Medical Services Division where necessary.

Table 13
Status of claims for death and disability compensation for 2010

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*[a]		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	1	54.0	—	—	—	—
MINURSO	—	—	—	—	—	—
MINUSTAH	33	1 452.1	—	—	1	1.5
MONUC	12	328.5	—	—	2	100.0
MONUSCO	6	337.5	—	—	2	75.0
ONUB	2	50.5	1	—	1	—
UNAMI	—	—	—	—	—	—
UNAMSIL	7	10.0	—	—	—	—
UNAMID	20	882.5	10	365.0	3	60.0
UNDOF	1	4.0	—	—	—	—
UNFICYP	1	50.0	—	—	—	—
UNIFIL	6	158.7	1	15.0	—	—
UNMEE	—	—	—	—	—	—
UNMIK	—	—	—	—	—	—
UNMIL	30	891.5	9	212.5	16	259.0
UNMIS	7	125.0	12	156.5	8	177.5

Peacekeeping mission	Claims paid		Claims rejected[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount
UNMIT	2	71.0	1	16.5	—	—
UNOCI	21	488.5	3	25.0	2	120.0
Total	**149**	**4 903.8**	**37**	**790.5**	**35**	**793.0**

B. Death compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount
MINURCAT	1	54.0	—	—	—	—
MINURSO	—	—	—	—	—	—
MINUSTAH	27	1 403.4	—	—	—	—
MONUC	6	300.0	—	—	2	100.0
MONUSCO	5	330.0	—	—	1	70.0
ONUB	1	50.0	—	—	—	—
UNAMI	—	—	—	—	—	—
UNAMSIL	—	—	—	—	—	—
UNAMID	16	800.0	8	357.5	1	50.0
UNDOF	—	—	—	—	—	—
UNFICYP	1	50.0	—	—	—	—
UNIFIL	3	152.7	—	—	—	—
UNMEE	—	—	—	—	—	—
UNMIK	—	—	—	—	—	—
UNMIL	15	770.0	3	150.0	4	203.0
UNMIS	1	50.0	3	150.0	1	50.0
UNMIT	1	50.0	—	—	—	—
UNOCI	7	350.0	—	—	2	120.0
Total	**84**	**4 360.1**	**14**	**657.5**	**11**	**593.0**

C. Disability compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount
MINURCAT	—	—	—	—	—	—
MINURSO	—	—	—	—	—	—
MINUSTAH	6	48.7	—	—	1	1.5
MONUC	6	28.5	—	—	—	—
MONUSCO	1	7.5	—	—	1	5.0

Peacekeeping mission	Claims paid		Claims rejected[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount
ONUB[b]	1	0.5	1	—	1	—
UNAMI	—	—	—	—	—	—
UNAMSIL	7	10.0	—	—	—	—
UNAMID	4	82.5	2	7.5	2	10.0
UNDOF	1	4.0	—	—	—	—
UNFICYP	—	—	—	—	—	—
UNIFIL	3	6.0	1	15.0	—	—
UNMEE	—	—	—	—	—	—
UNMIK	—	—	—	—	—	—
UNMIL	15	121.5	6	62.5	12	56.0
UNMIS	6	75.0	9	6.5	7	127.5
UNMIT	1	21.0	1	16.5	—	—
UNOCI	14	138.5	3	25.0	—	—
Total	**65**	**543.7**	**23**	**133.0**	**24**	**200.0**

[a] Closed claims consist of claims awaiting additional documentation (usually medical information) from Governments for which several reminders were sent to the Permanent Missions. These claims are not rejected and can be reopened at any time upon submission of the additional documentation.

[b] The Government claims did not contain any amount.

VIII. Action to be taken by the General Assembly

111. The General Assembly is requested to take note of the present report.

Annex

Decisions and requests made by the General Assembly in its resolution 64/269 on cross-cutting issues

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, for sixty-fifth session*
Section I	**Budget presentation and financial management**	
Paragraph 10	The Secretary-General to ensure that the budget submissions should reflect management improvements and efficiency gains to be achieved as well as presenting the future strategies in this regard.	Paras. 32-33; tables 7 and 8
Paragraph 11	The Secretary-General to improve the presentation of efficiency gains in peacekeeping budgets.	Paras. 32-33; tables 7 and 8
Paragraph 13	The Secretary-General to intensify his efforts to achieve economies of scale within and between field missions without undermining their operational requirements and the implementation of their respective mandates and to report thereon in the context of the overview report.	Paras. 32-33
Paragraph 14	The Secretary-General to report on measures to address the impact of exchange rate fluctuations in the presentation of peacekeeping budgets and the management of peacekeeping accounts.	Para. 26
Section II	**Human resources**	
Paragraph 4	The Secretary-General to take urgent measures to eliminate the existing backlog of death and disability claims pending for more than three months and to report on the progress made to the General Assembly at the second part of its resumed sixty-fifth session.	Para. 110
Paragraph 5	The Secretary-General to settle death and disability claims as soon as possible, but not later than three months from the date of submission of a claim.	Para. 110
Section III	**Operational requirements**	
Paragraph 5	The Secretary-General to provide detailed information on the measures undertaken to mitigate the environmental impact of peacekeeping missions in the context of the next overview report.	Paras. 92-96
Section IV	**Conduct and discipline**	
Paragraph 3	The Secretary-General to take all necessary measures to prevent unsubstantiated allegations of misconduct from damaging the credibility of any United Nations peacekeeping operation and to ensure that appropriate steps are taken to maintain and restore the image and credibility of any peacekeeping mission, troop-contributing country or United Nations peacekeeping personnel in cases where allegations of misconduct are ultimately legally unproven.	Paras. 70-74